

"ARAVOLD"

Jordan grew up in New Haven, knew YBC. Left BRU punk rock & friend of previous YBC receptionist Blake who was in big NR band October Days. Phred, Paul & Andrea were white suburban bright kids had started NR & controlled station purse strings. Much tension between them & Spectrum. Town-gown & Black-White tensions overlapped but not exactly synonymous. Jordan's sympathies went w/the outsiders-- i.e., Spectrum.

Spectrum was a 2nd radio station. Touched the station overall at very points. Apparently Spec. was big money maker for the station in late 70's & early 80's when Black music really took off & we had good salespeople for the format here then. (Last station improvements then.) When Jordan arrived, station was in great disarray, many interdept. tensions. Racial stuff not as significant as the cultural/musical differences. Felt threatened-- legitimately-- by the rest of station. Sales had leveled. Jordan said there needed to be a product worth selling, YBC's huge membership makes it a social organization as much as a radio station. It's a very "organic" place. If one dept. isn't meeting its responsibilities, the whole place suffers. Salespeople can't save the place if air product not good. It was tough to hold advertisers at YBC. When air product declines, that hurts advertisers' interest.

Spectrum was the most consistent musically, responsive to the charts, even while dept. was in disarray. Public responds quickly. Spectrum could meet its listeners' needs better than other depts. Marc Maturo was music head, chosen by Bill Christmas-- Spectrum ad head-- followed charts & trade mags closely but left choices up to jox, who had excellent taste for eventual hits. NR much more ill-defined product w/greater range. Spectrum much more focused-- analogous to white rock of mid 60s. Jazz is ill-defined, doesn't have big audience, nor charts to follow.

Spectrum advertisers screwed up by Spectrum ad staff forgetting to bill, double billing, & general disorganization. But ironically was being most consistent of all formats. Art said we needed receptionist because radio is a lighthouse for lonely, troubled, disturbed, out-of-sorts people, misfits. They listen to radio, become very attached. Develop relationship w/them, breeds fantasies about the personalities, & being on radio. This need is met by call-in radio. YBC is remarkable in being off-beat programming geared to them-- disaffected, non-mainstream groups of punks, Blacks, Jazz fans-- but it's also a membership organization. You can join it. It's like jumping over the White House fence and being made a cabinet member. YBC can let you do such things. The members attracted are unusual people.

Paradox in that the membership changes, which keeps it fresh & vital. But it also means there are few sustaining structures. That's one reason why it's a hard product to sell, because it's a: membership station, training station, & traffic of new faces thru the station. The only thing that's not in flux is the need for income. But when that's the only constant, things can be chaotic. That's the tension.

Analogy: whenever an immigrant group comes to America they tend to resent the next group that comes in. The YBC group that's in at any given time wants to make the current structures rigid, so the current members tend to want to resist change. Feel that the

station is on verge of collapse, & if there isn't a big crackdown, it will collapse. But that exists in opposition to the idea that there are always new people coming in. The necessity of its commerciality is the source of tension. Without it, the station would virtually be problem-free. There'd be no real potential for disaster. There'd still might be interdepartmental, intergenerational or racial tensions, but that wouldn't really matter, but it's the fact that station needs income that makes all these other tensions dangerous.

Jordan probably not cut out to be YBC receptionist w/the stress. Had no special alliances, altho YBC had history of interdept. struggles. Jordan felt YBC was ruled by personalities. Their operational styles det'd mgmt. Attracted a small hard core of non-Yale, teenage, talented, troubled trying to work out their difficulties & made YBC their second home. Like a fraternity. They contributed a lot to station air product. But people lived here on coffee & donuts, very poor, but got stubborn about obeying the regulations that were necessary from time to time to keep the place running smoothly, felt they were above the law. So when Jerry Etkind type came to power, he saw his task that orders should be obeyed. He found himself in the role of enforcer, not that he particularly enjoyed it. The hard core of brilliant misfit d.j.'s. Maybe there's always been a conflict between dj's and mgmt (e.g., Howard Stern) in radio. They knew the ropes, but not amenable to following rules, which were sometimes arbitrary. Accusations of record stealing. Andrea asked Jordan to log all incoming records, which was a massive task (like logging the mail). This got Jordan against E-Board, more responsive to membership than mgmt. She asked Jordan to keep records from the Spectrum MD. He should've followed orders, had no right to side w/underdog, but felt it was too large a task to ask of a receptionist, in effect asking him to be the mouthpiece for policy. To withhold records from the MD who is hanging on the edge of his seat waiting for hits is highly unfair when Spectrum was on cutting edge of Black hit radio in the nation. She should've talked to them directly, not via Jordan. Liked them [New Rockers] socially, but not as mgrs.

Perceived as NR taking time from Spectrum, which was the most commercially viable. Early on, Jordan decided he'd be the human switchboard & minimize political. Blake saw himself as employee, not socially involved or political like Jordan, mellow & together inside YBC, wild & forthright outside it only. Jordan spoke up only because it got increasingly stressful. Full-time members were making unreasonable demands upon him, becoming very stubborn. Was happy to leave. Individuals did drive Blake crazy, but kept it at arms length. Receptionists don't last long at such a stressful place. A club and a business, "run by strong, angry, peculiar personalities."

2 full years as receptionist. A second government emerged in the form of Art Russell. E-Board all committed to NR, had been at YBC for years. Hadn't messed much w/Spectrum. Self-sustaining, not integrated. Mark Jordan, Chris Gray, & Art Russell-- kids from Hamden-- came to YBC around then. Friendships had grown among those young people, but their lives were taking different tracks. Yale was helping to structure the E-Board youth's lives, but for these three suburban kids, YBC became the center of their lives, took the structural place of their college education.

The new E-Board was younger, less experienced, & less able to devote time to station: Ben Mapp, Greg Thompson. Very talented. But were new to the station. In the vacuum that resulted with old E-Board's end, Art Russell took over as power head. He knew the station inside & out. Like Jazzy's total programming, a lot of sales, did all the hiring & firing, much air time, etc. at NHC, Art resembled that. Everyone deferred to him, altho he had no position. He had a real instinct for radio. Jordan resented his authority because he seemed arbitrary to Jordan. Art became increasingly dissatisfied w/other station members. As Jazz PD/MD, made great connections & got great record service, trained Tenaj as his protege. She did much for Jazz, altho problems for the station overall. He had full authority but didn't take the responsibility that went along with that. Eventually made Operations Chief. Brought Tom Duffy to YBC. There were little fiefdoms w/in the empire.

Closing: Jordan was shocked by what happened. Left 1 month before. Got info via Jerry. Jerry suspended judgment on what happened. Jordan suspected the worst, that Yale had brilliantly snuck in their big guns undercover (like Russia in Czech, 1968). Quotes attributed to Thor made Jordan feel Suttle thought things were going very badly at YBC, to pull YBC back into the Yale fold. What is YBC? What are its goals? Who does it serve? What does it mean to each person that comes to it? It means one thing to a Yale student just passing through, it means another to a community member who lives with its presence in his town, and another for a Black kid who has a shot of getting into professional radio. It's hard to know what Yale's stance should be. Obviously they should minimize problems: fights, drugs, violence, major law breaking. But beyond that, what should they want from this station. It's as questionable as the goals of a university?: What do they want from their English dept.? their graduates? The role of a university in society is as ill-defined as the role of YBC within Yale and New Haven? Perennial question for scholars, & applies to us. He understands why Yale would want a tighter reign on the station. The Dean, Thor, & others outside probably not aware that YBC was of extraordinary benefit to non-Yalies who would discover their talents here & go on to great radio careers. That's a hard thing to just crush.

Spectrum may represent more of Yale than Yale admin thinks. YBC doesn't attract many undergrads whose tastes might run towards Spectrum.

The shutdown seemed sleazy, and thus offensive. The nature of the takeover not consistent with the values expressed by a liberal university. Trust put in elected community E-Board members, too, which was thus betrayed.

Thor particularly felt YBC was absolutely on verge of complete breakdown, and thus essential what he did. But same was said by military leaders upon coups. Left bad taste in mouths of community members. Tom Irish figures in, had ambiguous role. Don't know how much his role was. Presented himself as upholding image of Ivy League and all its traditions. Charismatic, likable. Can't be merely coincidental that Tom was here at the time of shutdown & reorganization. (Like reports of CIA in Chile before a coup.) Tom has a brilliant ability to size up an organization-- knew responsibilities and stresses of Jordan. Tom resigned not long after

reorganization. He had sentimental values/tastes, but was he as innocent as the image he presented? He thought he might have a role to play to bringing order to the place. He did that well, sez Jordan. Did Development drive to pay for new transmitter. Felt like a Repub fundraising bash.

Format was extremely stable while Jordan was here, now it's "fragmented". Jordan sighs when sees our fragmented format. Spots cannot be run on more than one format. It sounds wrong. Production dept. needs to know how the music will fit in the format. Turns listener off to the station & buying the product. You'll resent the station & the advertiser. A review board to make sure content stays consistent. If records can be labelled by tempo, so should carts should be labelled by what format they're appropriate for.

Everything affects advertising. It rises or falls as a whole. While Jordan was here, people milked the station for the moment, weren't planning to improve for the long-term, except Art. Most salespeople made personal fortunes from it. Can't get a big advertiser and you've treated him so badly that 3 mns. later he won't talk to you. There's no 5 or 10 yr. plan here.

Arbitrons probably not accurate for the type of audience we have. Good Arbs help us, but bad ones shouldn't necessarily harm us. Arbs probably don't reflect Black listenership correctly. Any figure for Spectrum is probably an extreme underestimate. The listeners YBC had were probably people who didn't listen to other stations. They couldn't be reached by other stations, e.g. Jazz. That's an important selling point to advertisers [if it's true]. Tune-out at end of format hurts Arbs, but they're there. By CPM, YBC was a very good buy. We're inexpensive per head reached. You could rebuild a very loyal audience w/just Jazz, Spectrum & NR. It's a format that should offend no one. Spectrum might offend Yale admin., but NR is very Yale. Jazz is linked w/all. Could demonstrate to advertisers that it's a loyal audience, if not very big.

Incredible pot smoking here. Living on that & coffee for weeks on end. It didn't interfere w/their station work, but it did hurt their ability to get along w/people. Family feeling, especially after hours. Fondest memories for many may be listening to new records & gossip then. There was an awful lot of love here, people here from age 16 to 21. It was a hard place to function. Among those who spent adolescence here, there was much warmth for each other and the station as a place to be, as would any club. That was the positive side of the anarchy & the flexibility of the place, despite the sales exploitation, the disobeying of rules, lateness for shifts, etc.

Jerry & Tenaj arrived a little late to see that, but people like Art, Phred, Mitch, Andrea, Paul, Fred ~~Marsden~~, Mark, Chris, etc. had deep affection. Clearly enjoyed coming here. Many big people came out of YBC when there was a new movement in radio. Minimal distinction between community people & students then because the students were not mainstream Yale students, radical, iconoclasts, but not snobby. Had no trouble embracing community people. Community people in it were very bright. Although not familiar with Spectrum interpersonal connections, with Rock & Jazz and its predecessors those young hard core of people who grew up together in those formative years were the real heart & soul of YBC. They made it what it was.

When they took their hands off the wheel, that's things started to fall apart. Their failure to put sustaining structures in place led to what Thor had to face. When Art was really running the place singlehandedly and everyone walked in fear of him in 84, the format was the only structure. The absence of structure probably led to the closing. There was no structure because the people preceding Thor were comfortable enough w/each other, sufficiently functioning unit, that when they moved on, the system couldn't sustain itself. The place had to be reorganized. Their personalities and friendships were as much of a sustaining infrastructure as the place needed at the time. When they left, there was nothing. Thor, Bethany, etc. hadn't been around long enough to let their personalities prevail to become a sufficient substitute for the infrastructure.

Station image: Bill Xmas & Art Russell had best sense of marketing the station as a product. Both Bill & Tom Irish saw image was everything; neither wanted YBC as a playground particularly. Both new that radio projects powerful impressions. Listeners were probably more pleased w/air product than the advertisers.

Yale admin. was probably less worried about the air product than the internal problems: drugs, fights, people sleeping over, disruptions w/other Hendrie activities. Listeners outside don't know that & couldn't care less. Yale never mentioned on the air; people probably looked at it as a "dizzy commercial station." Jazz gave away lots of records under Art, kept up great relations.

NR well plugged into the community. Helped foster local artists--the other formats didn't. Club scene was fading when NR hit its stride. NR seemed kind of elitist, neurotic, stylistic, fashionable. Didn't make you feel good to listen to it, jox didn't seem like they were having much fun. Vs. NHU not as pretentious. Yale probably felt it had more of an image to maintain than a non-Ivy or community-based school. Yale probably overestimated negative image presented on the air. The kind of contact engendered w/, e.g., YBCer in fight w/tuba player probably dismayed Yale, but air product shouldn't have dismayed Yale. People's needs were met. Only the station needs advertising. If YBC never had another ad, its listeners couldn't care less.

Likely path: There seems to be no voice here now that would keep the station from going in any direction but more embedded in Yale. With her contacts, reporting to trade mags, Tenaj could've made a big national stink by contacting institutions far outside New Haven saying a stiff crack-down on a major Jazz, or major Soul, station, which could've hit wire services. These days no one outside of Yale would care about YBC's future, so there's little to stop Yale from taking over to the degree they want. Jordan says personally he would probably listen more to a station that reflects some aspect of the Ivy League. Something would definitely be lost, however. The wild talented personalities of the community. The ball's in Yale's court. YBC should probably be left alone to flail, always on the verge of collapse[?]. Yale's fabulously well endowed. Other than minimizing the illegal behavior and violence, Yale should set firm but broad parameters for what the station should do. YBC is a colorful place that has affected so many lives internally & externally. Yale's not risking much by letting that continue. Exposure is important in a liberal education. Famous people come to Yale all

the time, but YBC is a rare place where undergrads get real contact with non-Yale New Havenites not of their race, social, educ, or eco class bkgd. It wouldn't harm, but they'd benefit in personal ways that will serve them forever. A mix of music, freedom, & human contact. It gives you great organizational skills, chance for leadership roles. May not have discipline like crew, but does have much more diversity. Yale doesn't know what they're sitting on. YBC is not the training ground for the next generation of patrician leaders (given this exposure). You don't leave YBC wanting to do traditional careers. If Yale really does believe in a diverse of undergraduate experience, this is the perfect blend & balance of diversity and safety. Learned an incredible amount about record industry, and thus business training.

Explicating analogies: Send kids out to buy crack in Hell's Kitchen would be a diverse experience, but the dangers make it self-defeating; or send kids to the crew team, and meet people just like themselves, same prep schools.

Things he wouldn't like to say on tape: Name more names, juicier stuff, personalities, romances, the real meat & potatoes of his experience here.

"JEFF"

Chance meeting with Frances Diamond (Pam's sister), who needed a male voice for promo.

Kendall loved it, so interesting to be in control of so many people. Tell them something new. Wise to hone & channel this power. Use it well. High concentration of quality sound, [Talks w/rhymes, smooth. Personalizes the conversation to you, 'gutmacher- town in England'. A charmer.] Quality sound, at a diverse station. Thinks of himself as giving them info: "turn us on, we'll turn you on." Weather, time & temp. over and over-- is important. [Not done on our other formats!] Cocaine PSA. Or playing something you know is a good sound, but just isn't on a big label & not widely distrib'd. His philosophy was not to learn what he could & leave. He got his present job through his radio work. Took his job skills back to the radio station.

A rule in communication is to keep them wanting something. Never have an opinion on someone's religion. Some things you never do. You are the pawn as the announcer, you are there for them. Your power is in providing them what they want, and something extra-- e.g., advice. What goes around comes around, you'll get what you give. As a communicator, you give help, you'll get it back. People thank you for guiding them. Kendall was very sincere about drug message he heard in a song 'cause his best friend personally did it. But in audience, they listen to the d.j. like no one else, if you tell them something. But only if you sound sincere. They can tell. You have to read over and over to get sincere sound. You're helping people. Give them what they want all the time. It is possible.

Avoid slang, religion, death, & other turn-offs. Read the live-mike as well that you can trust him as professional source of info. As a communicator, you're in a position to even save lives (e.g., 20 icy degrees, reminding them road is slick so they're cautious). Once you give them some valuable info, they need you now, so they stay with you for the rest of mike break. Now you're in control. He loves being in the position to help. SNET says YBC sharpens his performance, so they give him split time.

Kendall strict w/station ID at top & btm of mike break because when they move on to other stations they'll be so prepared for it because their fundamentals are so strong. The enthusiasm in mgt. carries over. He left YBC for 15 mns because he was bored, it was so easy, didn't care anymore. Didn't share their knowledge w/others. Kendall acknowledges that YBC has provided him a lifestyle that's "very extravagant and comfortable". It's just fun, but he felt it was wrong not to teach what he knew about communications.

There are a lot of people who say what they feel. But they haven't been taught, not their fault, doing what comes naturally. He listened to this for 6 mns & was disgusted. Bethany read a book to Kendall as a kid. Bethany coaxed Kendall into coming back to Spectrum, & YBC in general. Wanted him to show her what to do re. the entire concept of communications. Is a philosophy he developed while at YBC. She picked him up in her father's Mercedes, went to a health spa, they had a talk & he came back. We seem to work well democratically here. We all need one another, so we must communicate to all.

His life is dictated by communications. He thought it was foolish that everyone was at war here. Personal reasons ought to be left at the door. There was too much interpersonal fighting and this format shouldn't be here. So much to learn here, for only \$25. You get used to the primitiveness, & can improvise. When you go to higher technology, you have the advantage of the hands-on basis.

When he came to YBC, he saw "Black Spectrum" and everybody else. That's what he was supposed to see. But then got into News via Bob McCormick. Then News & Spectrum, and everything else. Everyone felt like it was us ag. them. A bad situation. Kendall defied everyone, he didn't feel it was that way. He wanted to get in everybody's format. Kendall did everything in his 1st two years (before he got bored of the place), wanted to learn everything. Was one of the most dedicated staffers then.

Tony & Thor hated each other's guts. Kendall worked to put people back together. Kendall thought if he got these two brilliant minds together to fix his VCR at his house, two people who didn't know why they hated each other. Now they are two good friends. Kendall thought he'd do that for the whole format. We're all in this together, just WYBC-New Haven. We're all on one log.

Stereotypes: community thinks if you attend Yale you're some "brilliant zombie." But you know nothing about life, the street. The community people know all the music. Kendall thought they'd benefit from interacting with those who've lived all over the world. And students would benefit from those who lived on a local level.

Kendall felt no animosity to anyone who ever came to YBC. He put people together, shared ideas. Said let's get into NRocky kind of mood, didn't understand the Spec-NR tension. One single purpose is to identify the station as one entity. [Now you understand why Spec didn't like Y-94 buttons.]

Kendall gradually introduced changes in the dept. (euphemism analogy of getting used to temp changes. You'd resist a fast transition from 80 to 40, but not 80-70-60-50-40). Kendall helped rid of Black Spectrum, is a stereotype. "Spectrum" is limitless. Think communication in general, not YBC, think from the outside-- listen to how others' talk. Gain new perspectives.

Love is the most powerful emotion. Hate is least powerful. But the latter can be re-channelled. It resulted from something (e.g. displaced hate of record on something else). The fact they were concerned is important: apologize, and change for them, and you'll get that turned into love again. Never plays songs on sex (might offend some), or alcohol (someone might drive a car & drink), or religion. It's not important. Music and immediate news are all that's important.

The new enthusiastic people willing to spend so much time, a smile is contagious (as is a yawn), although not knowing everything about radio, but willing to learn, loving radio. So pleasant seeing us working & learning something valuable. This place helps you deal w/people, building your confidence. Providing a stabilizing force of communication that a lot of people don't have. Helping others, you get helped.

Reagan: a charmer, he gives them what they want, w/greeting. Then can do whatever he wants w/them-- even lie to them.

Kendall succeeded against the bad attitudes in a way that few don't even realize: By doing it on a personal level (e.g., letting you do Spectrum graveyard. People were surprised by the quality of your show, but not informing & no dual ID mike breaks). Kendall keeps smile, always helpful, because enjoys it. Isn't getting paid. Can experiment. When you have position, start thinking about your responsibility to everyone. Take advantage of the opportunity. Learn to bring the good personality within you onto the air, and when you're with others.

The cohesiveness now is something that this station hasn't even dreamed of. The station is probably better than it's ever been in terms of creativity & dedication, even tho surroundings so primitive. Now we're so diverse, it's great.

Kendall was told by SNET that his QWL position & \$10K raise was contingent on his radio skills & visibility to the community that YBC provides. They used Kendall and YBC, in effect. Kendall would be the program coordinator & save money of sending people to courses. He'd teach it.

Kendall left Oct 84. Just knew the names in the struggles, Vernon called him a lot w/questions. Kept him informed during his absence. The reason was that they were stepping on each other, didn't share ideas, didn't go for greater gains. Ego fights. Bethany was going to fire Vernon & asked Kendall to take over Spectrum because "I know you well; we get along". Kendall accepted on terms that it wasn't just because we got along personally: the alliance would be cooperation for the benefit of the station overall.

Kendall knew Tony would be GM, and felt both he & Vernon were beneficial to the station. But wasn't going to work w/negative vibes, so he got them together to find out what their differences were. We're family as part of Spectrum. They got along from then on. Robbo vs. Jane: Kendall was again curious why they didn't like each other. They work in the same room; why create the tension? No collaboration was happening. Kendall didn't like that. People who didn't think they could ever get along until they communicated. [Thus you suggested strongly to Colin to do personal approach to all depts.]

Most of the problems were that people didn't know where the other was coming from. Foolish reasons. Kendall said what's important that you're both here to do something progressive. When you discuss your ideas with others, they always get improved. Kendall psyched by all the varied depts. Club 94 a great idea, but people didn't want to do it. Get them talking, modify the idea, & then it becomes something great.

Future: Wants station to utilize its resources. Doesn't want YBC to revert to the direction of everyone hating one another. In the long run YBC will be some sort of historic site, said YBCer Hamilton Cloud '74 (now chairperson comedic affairs, NBC-TV). It's a gold mine. Start thinking positive, get rid of "associate vs. Yale

members syndrome," "just learn radio". If we close, it'll be a conflict of interest, but we'll come back stronger. I hope the station remembers its business sense. You can't take your heart out of it. Feels FLJ wasted his years here, never really learned. Art Russell was Kendall's guru in radio. He loved it here & capitalized. Kendall thinks that'll be contagious. YBC is helping people, we're going places with this attitude, it accepts people-- which is how he looks at it. We are so far ahead of everyone, CSB test much easier than YBC CR-1 test. You have unique knowledge, are worth something, sell those skills in our capitalistic society.

Also d.j., is used to tape recorder.

Dorel Bockett is closer to the full communications concept, good at what she does, than anyone else short of him. There's a sweet creative young lady under her strong self. Finds it fun to strive for perfection.

"GENE"

Was at Notre Dame radio as undergrad, heavy into New music there. Came to Yale psych, found out about YBC. Hung around & joined apr 24. Saw the New music here was much more extreme & hard core than what he was interested in, & the hours were bad, disincentive to d.j'ing. Got into Jazz primarily because of the hours, & because it seemed easier to get on the air in Jazz than in very-cliquish NR (more so than now). Joined Jazz under Tenaj.

Relations w/E-Boards have generally been good. Relations w/NR generally good because of initial association. NR has loosened up in letting members in. Under Derek, airplay restrictions firmer than now. It's hard to get friendly w/members of Spectrum, based on had individual contact w/them. Reasons for not doing Spectrum have more to do with their greater time commitment training requirements for air approval than with interpersonal tensions. Relations can't help but be better as he spent more time at YBC. [Hmm. A stumbling block many new people don't get over. Ways to help this?]

Love of music & announcing. Getting to hear the new music first. Would not have that access to music if not involved w/YBC. "I like to turn my listeners on" [proprietary pride "my"!] to the new music that I like. Communicating thru music. His unusual high level of rock music knowledge led to his being made MD in frosh yr at Notre Dame & kept it all 4 yrs. Would've been easy in that hierarchy to become GM but didn't like administrative tasks. Didn't want it here either. Preferred to keep close to the music.

After the shutdown, Mike was asked to be Jazz PD. Really no one else who could do that, so he did. He didn't like the harassment and was taking time from his studies, so he resigned after summer 81. He always wanted an undergrad to take the position. Stephanie did a horrible job. Mike believed YBC to be an undergrad organization, all leadership positions should be run by undergrads. NR was different. [Hypocritical, hmm?...see his reasoning next:] Keeping product service & seeing new music & being in touch wraps was a blast & really important someone experienced do that.

Need to get Jazz people for summer forced Mike to go to grad student friends who are on low budgets. Tony harassed him for not getting \$25 training fees from them. [Where does this money go? Certainly not to training fees.] Hard to get E-Board to understand that Jazz had a burden w/extra hours and to get more people to help out the station was tough, & Mike gets harassed for keeping YBC on air. Getting summer help has always been & always will be a problem, and especially for a daytime format. [New Summer Stipend Fund should help, tho.] Grad students are great source of help because they have very flexible schedules.

Mike is back as PD because Jazz needs reorganization. (The dept. still lacks weekly meetings.) But good young trainees signal hope. Easier now than last spring. Problems w/Chaz missing shifts. Jazz lost a lot of jox w/4-yr rule. Tough transition. Pissed that Ro attacked Jazz at G-Board. PD should support each dept. Mike feels he shouldn't have to defend it as format.

Internal view: Friction between depts. occurs because some formats led by community members & some by undergrads, and there's usually a difference between them. [struggling, doesn't want to continue]

Got many phone calls & letters with YBC "Development" campaign happy

about Jazz's expansion to 4:30. Jazz is hard to get on YRS or JAZ, and we play far wider music range than they ever will. YBC thus provides a vital service.

Tony's 12/16/86 format proposal had legit reasons behind it, Jonathan's didn't. This is a bad time at YBC when it's open war on formats. Talks of Jazz cuts beyond the 1 back to 12 w/the organization problems. Spectrum gets a half-hr off here, then back.

"People do not work together at that station." They all want to maximize their own format's time. Partly is because there's no logical flow to YBC. No one knows what our purpose is. They may know their individual [personal] purpose or purpose for their format, but not overall. "The rest of YBC they just don't care about."

People more vocal now about what can be done to change the station. Prior to that, there was a lid on such talk because of the way the Bylaws were. The E-Board didn't have power to change formats, etc. The G-Board then "had way too much power." Now it seems like when any group gets control of E-Board, they can put thru another format. People more vocal now because they see the format as being more accessible.

The new Bylaws have helped make things the way they are. NR dominated E-Board to make format as they wanted, then Ro & Tony got elected & made the format favorable to their formats. It's pretty evident that it's self-interest & not vision for the station that motivates people to make format changes. Tony did a great thing by allowing G-Board to vote on 12/16/86 & backing down. Also complimented you for not running for Treas w/o competition. We got our PD because no competition. Ro had audacity not to answer any of the questions posed to him at G-Board. Because of the tendency of self-interested people running, we need to know their views on important questions, such as their global vision of YBC. We just don't pull leaders out the Yale population, w/some exceptions. And it's hard to get anyone to have a global vision for YBC when there are so many formats. It'd be easier to have an opinion on this w/fewer formats. The top 2-3 leaders Mike knows are not involved w/music formats.

We're trying to appeal to all the music tastes but not doing a good job in them. We should have a day format, an evening format, and a night format. It's fairly arbitrary what they should be. [This is not a sales-conscious approach.] NR or Spec could go to the morning. 3 stages in format history: 1)Pre-shutdown: Not considered arbitrary at all, format very stable; 2)Post "Great Shake-Up": Format is arbitrary & can be changed; 3)People don't realize how arbitrary it is, no format or time is sacrosanct; everything could really go topsy-turvy.

Closing: Never got a straight story out of anyone. Nor why Tenaj left. Why did we have to shut down? Why did it take so long to start transmitting again? Only after Great Shake-Up did he get a leadership role, was a "tangential" member prior to it. No ego involvement then.

Community members lost a lot of voice once off E-Board.

Possible future paths: If Tony's format proposal goes thru, NR goes

to AM, Jazz to eve, Spec night. Separating NR & Spec won't solve any problems, altho I don't see any problems w/their interaction now [debatable]. Robbers Cave experiment: In order for the two groups to get to like each other, they had to cooperate, not simply interact. That doesn't happen. Both formats want to play their own music & maximize their time. No cooperation between the two for the benefit of the station. YBC is "fragmented". Putting NR in the AM still throws instability into the system, because they'll be disgruntled. It'll just be another format change in a year.

The current format could last a while, altho it isn't conducive to developing a unified station purpose. Less tension if we keep it as it is rather than change.

~~Here~~ at night not a bad idea. Would increase its sales and # of members. [This isn't global thinking?!] Would help summer staffing. Putting NR in Jazz's hours would only give NR Jazz's current problems. Feels any format put in daytime hours will have trouble filling its shifts, especially summer. [Yes, assuming you have a multi-format station: with one format there's greater chance of filling shifts?].

3 formats is not a bad idea. The time to rid of Rock Therapy is now. There is a demonstrable need for Jazz in NH. PD must be on top of its people to improve. Jonathan is doing that, but w/o his leadership, it would become lax. "All the other formats can control themselves in terms of overall goals." RT is the one I worry about ~~most in terms of sliding back and just playing hackneyed Old Rock-~~ The rock, or just the hits. RT is a hard concept to adhere to, especially when you don't have great music library. The people who tune in to it are those looking for a commercial alternative, but those who are attracted to the dept. are those who like commercial FM stations. You can only teach people good taste w/a lot of time put into it (by PD). Jazz would be better filling the time to 4PM, but I don't feel like stretching our staff. We're just doing the best we can.

Sales dept. must get to all the new places we'll serve w/more power. [Find res. contract Mike corrected for your final appendix.]

Interview might have been richer if you had reacted more, altho that gets in way in validity. Fine line between when & when not to pull out for more information. When people talking about something as personal as YBC, they are used to conversing w/others about it, & so might get more info if greater interaction.

"Because my feelings [about YBC] are based on particular members" [personality support], I was reluctant to let some things on tape.

Good to get political-minded & not political-minded interviewees. [talk about res. gaps in your paper-- better Ss pool, question-naire.]

Gary started OR w/in Jazz's hours. 2-4P one day a week. Then Classical took over Jazz's afternoon hours in fall 85, then "Break on Through" instituted, "and somehow I found myself director of that". Then RT. There should be a RT show but there just aren't the jox to do it for a quality program. Gary asked Mike to alternate Sun nights.

Always had radio interest since little kid, to own his own station. Not always at forefront of mind, but occurred to him time to time that it was interesting. Knew a couple of people there while a prospective (Angel Cartegena & Ben Mapp). Later, Bill Smee. Got a new stereo & noticed few NY stations w/good sound. Started listening to the station, surprised that Jazz had such a professional sound on a college station. Few commercials.

Started hanging out w/Bill in AM & got recruited in fall, 81. Saw someone in Yale Station w/training program recruiting, table. Thought that you needed radio experience to get into it. Charismatic woman there, allayed fears about lack of training & talked Ben & Greg into signing up. The first training lecture was good, & then hooked. Roger Manning had contagious enthusiasm about the possibilities at YBC. Andrea Bernstein (Treas) reached out to him to teach him things beyond training program.

Andrea & Phred started New Rock on Sun nights. Phred did all shows. Straight style, interesting music. Expanded to 5 nights a week as Greg formally joined training program. Tremendous turmoil. Much factionalism, infighting. Passions ran high. WYBC was a jazz station in day, Spectrum at night. Avant garde Jazz 12-3A. New Rock knocked that out, plus 1 hr. Spectrum. Bitter transition. Much more community involvement than ever since, low Yale involvement. A handful of "core Yale members". Consistently working there. 70% Community. Spectrum very popular. NHC only in existence for about a year. Spectrum still commanded enough hours to make YBC considered a Soul station. Spectrum did most of the ad sales.

3 interrelated trends: 1) New Rock emergence. Most didn't care about it, because still a good station. Undisputed #1 for what it did. Drive down Dixwell Ave. & everyone played YBC Spectrum, YBC bumper stickers. Jazz didn't have the same consistency. Had raw power from the studio out into the city. Most opposition to NR from Spec, some from Jazz. Spectrum's audience peaked hour-by-hour til 11:00 so it was a valuable hour stolen. Mostly Yale students in NR, some community. Angel led the hostile Spectrum argument. Was a tense G-Board vote to approve NR in Dec 81, before Greg came in. The minutes read amazingly! A real need for NR then, Progressive album rock still big but on the wane. There were fist fights. Came to blows. New Rock finally got what they wanted. By Greg's time, they were established & were important in Greg's training. So he was biased by those who intro'd him to the station.

He answered telephones for New Rock. Got 70-80 calls a night! Phenomenal success. Didn't have loads of records. Rotation classified by type. P=pop (e.g., Pretenders, Police, Clash)-- played esp. 1st hr out of Spectrum. To break them into the music, expose them S=Spectrum. O=one of their records, but relation to NR (e.g., Prince). F=funk. R=harder rock. Went S-F-F-P-R. Tried to get some Spectrum audience, but fundamentally a new audience tapped. A deliberate programming scheme, which paid off in listener response. (Not done today?!) Thriving local music scene then. New Wave age. No real outlet for this kind of music. Those bands had a following (e.g., October Days, Furors).

The music was great. Most enjoyable aspect. Bought a lot of records. Radio great way to hear more music, to apply your musical knowledge. Like a family, even with the struggles. Intensity in

the people there then has never been matched since in Greg's life. A social conformity and tame mediocrity to most Valies, but not so at YBC. No sharp line between Valies & townies, couldn't always tell. Liked the work he was doing, involved w/the music business, some input into what was happening (e.g., promoting Grotto concerts, he via YBC helped make this music successful).

Then got to Sales, often difficult & frustrating. Not a well-developed Production dept., time-consuming, so you made many of your own spots. A lot of tough times, too as GM, financial troubles. Legacy of trends over time. Held the station by pieces of thread at times. The high level of commitment, people lived there. Unlike at any other kind of organization.

Commitment built from: Doing work, always something to be done. Combination of doing something productive w/social: the station was the place to hang out. Nothing like it at Yale. So cool.

A twist on thing!
 Greg didn't understand your question of alienation of most Valies. There were no barriers to entering training program. If AM had been more active, it might have provided outlet for them. Students allowed to come in en masse around 83 (in response to the Undergrad regulations changes).

Yearbook photo, Greg saw many people in it who were just inducted that day at G-board who never saw before...and never saw again. Did a lot of Old Rock on Jazz, did much AM where he played what he was used to from home, before got onto PM. Didn't know much about NR. Had to play 1/2 hr of Jazz from 5:30 to 6A. Only by hanging around the station did you learn about other music (e.g., testing jazz records in racks, same for NR). His programming base thus broadened.

Fall 84 trainees seemed to be trained less well. 4 wk program. Hadn't been around station long enough to get understanding of how it worked. Couldn't get appreciation of what it was, would see the shortcomings easier, what to improve first. But they shouldn't've rushed into changes when a place has proven success tradition. And what if there was a movement to put album rock on, which was doing well? Actually, it was on death row. You'd only learn about that by being around the station, learning industry trends. Quality student experiences, they moved on to big radio. Large #'s of students now not contributing much. Back then they were committed to creativity, quality. Bad radio comes from playing for yourself, your friends quirked requests, not thinking about the audience overall. There were some then, but more such careless people now. They were weeded out then-- not sophisticated enough to be on air.

Programming philosophy-- deserves its own interview session.

Lack of continuity of a sales force. Chris Gray, Sls Mgr. Sales staff was people in other positions, mostly E-board & DJ's.

Diana Riseman, GM. Ralph Lopez, Treas. conspired w/Eric Burton (Community- Sls. Mgr) to steal money from station by writing forged commission checks for sales accts. never billed. Eric kicked out of YBC. Spectrum was still the clear money-maker, but it wasn't being sold. Salestaf were trying to sell Jazz, New Rock, Classical, but not Spectrum-- they didn't have the identifying interest in the format, didn't know it for its business potential, mostly Valies, with acad. responsibilities & air shifts who didn't have time to

devote to training new people & overall sales strategies, since had other responsibilities. As GM, ltd. success in bolstering it. Had overall holding-the-station-together problems. No sales staff per se.

Training program declined around 81. Still trying to deal w/financial chaos from Diana's days. She had a little to do w/things. Executive committee decided not to pursue the embezzlement because it would damage their later professional careers.

Jerry's training based on untested ideas. Lack of coherence, cracked jokes. Focused on inane details (e.g., using the dishwasher step-by-step). He stepped in to fill a gap, better than nothing.

Greg would've felt better about doing it the next yr, but had to move in. Greg not used to idea you mentioned about being on an E-Board in lower position one year then next as GM. Andrea helped w/verbal guidance, but they didn't want to particularly follow their example. They didn't trust any factions of the station, the B of G's.

Oct. 82 G-Board: John Zornick, Faculty (& ROTC) Advisor, George Schreiber (a PLR alum), etc., tried to change bylaws (GM, Treas & GM had to be Yalies. PD, Tr. D & Chief E could be community. Tried to disenfranchise the community people entirely. Student membership was already growing, in conformity w/60-40 rule finally bargained up to by Greg's admin. Zornick a great debater, trickster. Revised Undergrad Regulations due to Ralph Lopez affair also limited decision-making control by outsiders. Yale administration's fear was racist, Greg thinks. Tom Irish (shuts off tape for a while) type. New bylaws justified by need to keep in line w/Undergrad regulations. Disenfranchisement began w/this, a way for further changes later. Spectrum hrs cut. Tense G-Board meetings. Greg found himself pitted against Zornick, stepped in when he saw classic debater's tactics used by Zornick "to deceive the people"--Greg presents himself like a White Knight. Jay Hare, a Princeton grad, would've done the same. Zornick didn't give him respect, not knowing this Princeton bkgd. This clearly put Greg on the side of community. He saw the bad trends starting to develop. These people would try to enforce one way of doing things at YBC.

since '73 it was 80-20.

Greg saw opening of Spectrum for some New Rock hours was OK, but now it was a total student power takeover to drive out community membership & programming. Better to have an all-community station w/some Yalies getting some experience that could get them into radio later on than an all-Yalie station (like YDN org.) that doesn't really train people for realities of radio. Chip Trieste part of the lobby to get Spectrum more Sat. hrs because he knew it would make more money for YBC, even tho he didn't identify w/the music.

Greg's biggest fear that station would get into free-floating programming trend "that didn't take into account who was listening"--eg., considering Yale's 500 instead of community's 5000 (today's situation?!). This student takeover move by people like Melinda Penkava & George Schreiber who were anti-community (PERSONALITIES DOMINATION!)

Effect of increase of student dj's: Eventually the original program philosophy was lost, the mix was what made the format viable. Brought people up too fast. It was great for Jazz, more people to do those shows. No students in Spectrum w/rare exceptions.

In Greg's early days, had to do AM, News (had many newsies, that was good), etc. Very hard to get on FM. More pressure for students to get on FM. Many people didn't even know what FM room looked like, a mystique. Spectrum maintained its sound even w/new people. Spectrum's ratings went up while Greg was GM, #1 in CT on Saturday nights. Scratching & mixing was hot. Great times of activity & intensity. Now it's far removed from what it was. "Had to be there."

Station closing: Saw the trend, but didn't think it would be so quick or extreme. Some bad moments to obliterate what was there, put in what they want, take over the station. Thousands of people appreciated what it was. Spots got results. Couldn't believe it happened at a place like liberal Yale, moving against a progressive trend. Greg cynical about real progressivism on campus. YDN is a career-advancement tool; people who are there don't really enjoy themselves, unlike YBCers who really loved it. Always a fear that YBC could become like that. YBC had unique programming.

Thor was doing shows on Spectrum at same time he was trying to get rid of Spectrum. Greg never trusted this. Thor played too much New Rock in his Spectrum shows. Because he was GM, Spectrum let him do shows so he'd leave them alone. He was politicking. If not for that power, he wouldn't've gotten the air time. He wasn't at the same quality level. Great White Spectrum jox: Robert Dooberry, Bo Sandine. Jay Ware charisma replaced him, 10-12 people around him on Saturday show. Phred the last of the great 5 dj's. You didn't have to be Black to be Spectrum. You just had to know what people were listening for, appreciate what it's about. Bo Sandine just as much a part of the Black Spectrum clique as anyone: partied & fought w/them like anyone.

Roger Manning, Chip, Bill Xmas, Art Russell, Bobby Adrian, Jay Ware, Dooberry. Did it for a love of radio. Greg respected people who were about radio, how effective it can be, what it's power is. Appreciate that. Even if they have very different musical interests, these people who love radio for what it is can talk together & assure station continuity. They were the real movers, who really created. These with more personal motives really did the station a lot of harm.

LINDA"

In 1983, really started listening to the station. A friend lived w/a D.J. She was always into NR-type music generally, but it was late on the air for her. Joined spr 84 while jr in h.s.

There were authoritarians. Most were nice guys but not very visible. You didn't see rules posted at the station. Interactions limited. Followed the rules, came & went, mostly late at night. Did a little sales under Vinny, meetings at Naples.

When Thor resigned as GM, Andy had to assume GM. He needed someone to teach the Training Program. By then Bethany was a Yale undergrad, he asked her. It was a tumultuous period with all the meetings while off-the-air & later, but she was non-voting as a fill-in. She really enjoyed teaching the Tr. Program, meeting new people, keeping lists, channeling them in the right directions. WHICH is all T.D. can do, after teaching them the basics (e.g., Engineers calling Bissell wouldn't work out). Other depts. more open to new people, however.

At election time, it didn't occur her to run, but people said because she had been around the station a long time, should consider running. She wasn't convinced, waited to see who'd run. Tony Duff not cleared for air time, she'd never seen him, never around the station, so felt the duty to run. You couldn't know what Tony would do at the time. Didn't feel pressured into it, but the urging is what gets you thinking. Never consider yourself E-board material normally. She would've been perfectly happy if someone else qualified had run. Her org & mgmt experience was very ltd., but had the knowledge of every station member by name.

Disorganization in the Tr. Program, 1st since coming back on. Also in depts. For Spectrum [as salient e.g.], many trainees--white & black-- did not feel welcome. It was a very tight-knit group/dept. Musical taste different. Those new people interested in dance music wanted more synth-dance, not the pure Urban funk that Spectrum played [a new sound possibility squelched!] Many people who joined NR liked the type of music but didn't identify the names of bands discussed at dept. meetings. People were usually friendly, but music base difference was alienating, "that did hurt". When the numbers got whittled down, she gave list of those names who said they were interested in a given dept. to dept. heads. Mike/Jazz enthusiastic about contacting them, tried, but it didn't work out--didn't hold meetings, perhaps. Went fairly well, kept some of those people.

I'm glad John & you stayed. Sales was one area where we didn't know where to channel people, else give them to Tom Irish. He's controversial. Tom likes to feel he's doing everything, that he's important. He says he wants to do things because he likes to have all the secrets to himself so he's vital-- you need to go to Tom for info cause he's the only one who knows this, wanted to have keys to feel more powerful. Wanted to feel needed, which hurt the station in some ways. His young boys. He's not a fiend, but he provides reassurance for what they're doing.

Intergroup interaction: Very different before the shutdown, Spectrum with 5-11 M-Th, F 5P-8u 6A. Weekend graveyards owned by Spectrum. Jazz pretty laid back.

In a way relations were better then. But in a false way because people were scared to suggest change. Spectrum people said we're the greatest and we deserve all the time we have. Jazz said, we're here, didn't fight for much. NR late at night, wanted more time, felt they should have more time, but whenever brought up at G-boards a big screaming match occurred. Totally shot down. E-board powerless. Membership list may have said 60-40, but in active membership who attended G-Boards was community majority. And they could vote. Even tho NR said they'd play very transitional Spectrum music for the 1st half hr. Relations were better in that everyone's position was said, which wasn't going to change, so you didn't try to change it.

people need to feel they're working for a common goal.

When 1st back on air, many NR trainees said Spectrum jock would say something very threatening, intimidating, or obnoxious. Or purposely not fill out the logs, leave their records in the rack. Bethany saw them delay on these tasks. Malicious or careless [she's very diplomatic]. Seemed to be "resentment on Spectrum's side". Not trainees' fault. Cites Howard Beach analogy: the event is blown up by media & creates more friction elsewhere. Spectrum gets hrs. out, get resentful, takes it out on students, students say these are mean people, & makes for bad rels. between depts. Then it gets pushed into racial issues, it seems by Spectrum more. Whenever a suggestion to do something diff. in Spectrum, Tony would say that's racist. It seems whenever you say Associate member you mean Black person, Yale member means White person. When Spectrum says "community", they mean Black person, but Yalies mean something different.

Bethany says the way you phrase things can be interpreted as racist, e.g., at G-Board meeting referred to Spectrum, and said "they have not been doing such-and-such", Tony then accused her of being racist when say "they".

Keep w/station: made good friends at YBC, the type of people she gets along w/ are attracted to it, likes d.j.ing, keeps getting exposed to New music, keeps her abreast. Has invested so much time in it, it's hard to imagine cutting herself off from it. She doesn't think she's interested in mgmt. If ever to do it again, would be T. Dir. Would like to help YBC in a non-political way. Doesn't want to have rack her brain to please so many groups. T.Dir is job to get people psyched in station & connect them.

If the station weren't so fragmented, then she might reconsider. Too much fights over time on air. Burn out. No one gives an inch, everything turned into race. Doing your best & then someone turns around & says you did it for race-related reasons. Would need to be insulated, doesn't like being on the firing line.

Feels 12/16/86 format overturn was good. Internally, people either hated the change or the motivations behind how the change was made. Internally, we could be a lot stronger, but that's always been the case. We need a permanent format: 1st time Tony ran for GM he said Jazz, NR, & Spectrum should split the time 3 ways. She didn't agree w/that at first because wary of things going back to the way they were before. [An atmosphere where] Old Rock never would've gone thru in the past. Afraid to see Spectrum get all that time because felt it would lead to all the old problems. Now having a little change of heart on the idea as the Spectrum intimidation waned & things get

more stabilized. Death threats to E-Board supposedly from Spectrum members about NR when it first came on air.

Now she feels 3-way equal format split is possibly the only way to go if we don't become one common format, which seems impossible. I don't see it working, mixing all the musical interests up. Too confusing for our listeners. Asking too much of them to like so many types of music at once. Short of a total overhaul, split in a fair way is best, a balance.

Spec & NR [top priorities] had things basically settled. O.R. & Jazz were the problems. Jazz, doing poor in ads & poor organizationally, but has strong YBC tradition, great music collection, it could be great. Strength in Classic Jazz, but schizophrenic with people playing Fusion or even Spectrum on AM jazz [Drew Dykes]. Nothing was happening w/Jazz. People were really into Old Rock, E-board felt like it should be given some time to prove itself. Unsure how that'll work out. Saw Tony's 3-way plan made sense. In response to Bethany's q. about why Spectrum indiv. jock's show should be longer than the 2-hr station average, Tony said Spectrum was "quality". Showed he wasn't thinking about station overall as much as one format [Spectrum]. He was talking out from NR Fri. It was so hard to know what to do.

Tony's in a strange situation, being a Black Yale. He's under a lot of pressure, doesn't know where he is. Tony visibly hurt by Vernon calling him an "oreo", "you're one of them". Tony having difficulty dealing w/Black and Yale (white institution) identity. He feels he has to prove his Blackness. But that's bogus: Spectrums telling him how to be Black is unfair, you must listen to Black music, etc. He would misuse words when mad in the way Vernon would "irrelevant". After a few months of hard-core time w/Vernon he'd say that, but originally said it correctly "irrelevant".

After re-opening was optimistic, but concerned about YBC's malleability. Was conservative. Didn't think Spectrum as it was would work out in the new politics of the station. Thought it would be a bad scene, altho wasn't sure. Saw "a lot of people [really? or just Vernon who was that way] who held a lot of resentment and weren't willing to work with the new station, but just instead fought it instead of accepting the new changes because obviously they were there and were not going to be changed." [Wow! This tone is as dogmatically stubborn as Spectrum had been about the pre-closing format!, altho later changes proved the new system was more flexible.] Vernon & Drew just became physically threatening. The intimidation did not help Spectrum's image with the E-Board. When bullies are seen representing the dept., that made it difficult. [Not surprising that she asked someone like Kendall to move in.] We're Spectrum, we're not part of YBC, Vernon said. Feelings you'd be cornered or told you're a racist. A lot of my feelings began to change once Kendall took over. You only see the vocal members of a dept. Maybe they didn't think you were the best thing that's come along, but willingness to work w/Yale students as d.j.'s, being more considerate, etc., started to feel that maybe it could work. Kendall's philosophy: doesn't elevate issues to a racial level, speak badly of Yale students. You can't speak badly of Yale when it pays for your utilities, it's their building. Bethany was sensitive about others' interpretation of her political stance. She really likes Kendall.

Closing: No Yale programming [sic], but supposed to be Yale organization; students couldn't make decisions thus Bylaws had to be changed to insure students could make decisions about station; older people there for a long time saying how things should be done, had strong power bases, stubborn against advice for change; a non-Yale format having 60% of the time.

Because YBC is a volunteer organization, it's hard to get rid of people causing problems. But it's harder philosophically to justify kicking them out. Because they have a bad attitude, it's enough to kick out someone at a business, but here, where it's not a job, it's harder. The 4-yr rule comes in to help here.

Bridget was good at integrating others to do things. She did a lot of sales, too. It was too bad she had to go.

Outside, people think of us more as a Yale station. But it's been gradual. Media publicity of Yale-relatedness. Our listeners don't have much idea of internal affairs, probably couldn't care less. Only manifested in format changes. And sometime listeners don't really even notice that. It'd be a lot better if more people had heard of us.

Likely path: Dream that magic format will be found that people will be happy with which will integrate community & Yale people. Our 4 weekday major formats do that now. NR esp. good w/high schoolers. Specialties & short pre-emptions would be only interruptions. That a major change was proposed and didn't work [12/16/86] will be a lesson to prevent major changes from occurring, the pendulum will swing a little bit year-to-year. Don't think that major changes will occur now that there's some stability. Jazz/Old Rock may change significantly. Alliances & e-board feelings will determine that.

Recommendations: Need more financially. Every d.j. should be required, because strongly suggest doesn't seem to work, to spend an hr. a month. or a contract-a-year to keep your shift. It's not fair to make it a big time commitment when they're struggling just to do their show, but tough enough. Might get more people into sales. Is the only way. If half the station sold a contract a year, we'd be doing a lot better, translate into new equipment.

Bylaws could be reinterpreted, but feels they should stay as is.

Closing q's: Race relations. Jazz got cut an hr. (she lights cigarette). Tony threatened to quit w/extra 1/2 hr. to NR. Mike Ewing asked to come speak at G-Board, obviously wouldn't be pleased. He said, looking straight at Tony. My format just got cut, I can't cry racism, it's not fair. Tony's "if it walks like a duck and talks like a duck"=racism, directed at Mike.

Let's say Tony was the white GM and said we're gonna cut your Fri nights off & push you back into the middle of the night & not give you anything in return, New Rock would then cry racism because it is a convenient thing to do. It's an easy out, it's an easy weapon to use: if you vote for this you are a racist and you don't want to look like a racist, do you?

When people in Spectrum feel threatened by things at the station, it's very convenient to cry racism, and it's their biggest bargaining chip. And there are some uncomfortable students about community influence. Sports was hyper-sensitive, too, about cutting Spectrum. Because intellectual liberals are taught not to be racist, and Spectrum knows the power of this tool. Bethany having to justify things to herself to be able to argue that the reasoning was not on racist grounds, finally realized to be an effective leader she couldn't fall for that.

Scared to suggest Tenaj, because she's a crazy woman. Once at the Grotto she saw Bethany at door & started screaming she was underage to get her thrown out. Tenaj enjoys tension, confrontation. Goes out of her way to make things even worse, doesn't bury the hatchet. She's good at convincing people of her pt. of view. It'd be very interesting. Kendall, is well-spoken. Bill--who's been around forever [this longevity factor connotes experience, but not really.]

"FUDGE"

An undergrad who answered heeling call, frat-style training program. Went up to 16 hrs./wk. in fall '51. Biggest thing: "Tom's Tower Room", big band dance affair, on Saturday nights. People wanted to come over with their dates. Did interviews, sound effects. Got into Dramat, & never returned to YBC.

Ran into YBC people after 27 years away. Didn't get much of an answer about how things were going. David Warren finally said to Tom he should become a member of the station. Tom didn't understand new status. Joined Jan 82 ~~2nd~~ class under Fred Dvorak. Thor was one of the production teachers then, taught Tom well. [Proudly] recalls Lone Ranger promo w/Thor ^{who} Tom wanted to get it back on YBC. Naively assumed at that time students controlled the station.

A void existing in terms of Yale-oriented people at the station. Baron & Bowers only elected E-Boarders. Got Thor to run production, pulled Vinny on. The station was really run by community people. Amazed that heads of all music depts. were community. And community for 99% [sic] of the time. John & Bill in sports occasionally. Couldn't remember "Black gal" who ran news. Sales handled almost exclusively by Art Russell. Lived in basement tech room, at station 8-9 years. Abdul for 12. Art sold ads when needed money or station needed something. Station had almost no income. Basically Jazz, w/evening spectrum, & Sunday Classical. Classical run by Seth, a grad student. One or two people did it. Tom joined YBC to do Classical. Didn't get formal OR-I training. Being the aggressive person I am, from small to getting significant shifts.

Seth left Classical in Tom's care. Got contract w/Cleveland Orchestra. Got old advertisers on board, brought in some money. David Baron said Tom could stay as Cls. Dir. Tom said let's build dept. up. Got 22 people in fall training class. Tom said you've got to do sales so can get clout to get more hours. Plan w/David Baron to move Classical to 5 days a week plus Sundays. It eventually happened-- as a reaction to Yale students taking over the station after closing. Students decided to use their clout to put community as 2nd class citizens, is going a little too far the other way, but that's what happened. As soon as I got the dept. built up strongly, I turned it over because I really believed the entire station should be undergraduates, because it is an undergraduate station. Rather than being a community station with a Yale inreach, I have no quarrel with it being a Yale station with a community outreach. I can't function happily with it. The university was very unhappy with it. I made a lot of friends within the University simply because I was an adult they trusted working at the station, which led to my job with the Yale police by giving me exposure. There was somebody there they could talk to, someone in charge with all the keys [voice emphasized]. When I gravitated from Cls. to Sls Mgr to Office Mgr, essentially, like you, was running the station in the summertime, everyone came to talk to me, so I became the voice of YBC from the university's side. Not necessarily a good thing, and certainly not my intention, and not the way it ought to be. "I never intended to run the station." At any point where I could give some authority or something to any student, I really did. Even the people who disliked me would have to agree.

Depts. did not interrelate. Each dept. a feudal estate of its own, didn't help each other very much, and didn't go out of their way to help each other. A little transition music is all. Messages were transferred well. Not much working together. It still has trouble.

Spectrum got big, then backed off and Jazz got big. Derek after much blood, sweat & tears, made NR the center of attention. Now that he's gone, Tony & Rohan are trying to swing it right back to a Spectrum-type station. I'm pleased to say they're getting a lot of flack for it.

I see the station in considerable disarray, that's my impression. Forces going in different direction. Sad to see Classical, which he worked so hard to make a force, now just "there". Natural rhythm of the station that a format is in ascendance when people on the E-Board were interested in it, e.g., David & Andy made News important in the station. Very important that AP is back on.

A lot of administrative things not being taken care of at all, which is why I got involved in so many decisions. Not because I sought power, but because the power was there and it kind of just fell in my lap. That's why I spent a lot of time w/E-Board mostly trying to get them to make decisions. I wasn't very successful because the power isn't there. Only on paper is it a Yale station. In reality, it is not a Yale station. Spectrum takes up a lot of air time. It seems to be doing well in advertising. Getting sports still seems to be a fight, it's not done in a friendly manner. We lost Andres due to the Spectrum people. A good bit his own fault, but if that block of community feeling had not been there, he, as a Yale undergrad with a lot to learn and being naive in a lot of ways would not have had to come up upon such a thing which he was unprepared to handle & thus handled badly. It was a very unhappy situation. I engineered a deals to get a lot of new equipment for the station, most of which has been stolen. That's too bad. Bought 8 mikes. Sports don't want stuff being taken out of their locker for remotes [i.e., Brick-N-Wood]. I sense a tremendous animosity between various sections of the population. Everyone should have air time, but decision making of the Yale Broadcasting Company is not in the hands of Yale students.

Fun part was Tom's association with Yale undergrads. Planning sessions w/Dave, Andy & I; Thor, Andy, Derek & I; Derek, Bethany & I. We included anyone we thought we could trust to not make it seem a conspiracy. John Hervey & I talked endlessly for a way to run the station in a financially sound way. Lunches w/Loucks, Thor, Andy, etc.

The conclusion essentially is the station should have no community outreach at all. Close its ranks, get itself organized. Let some traditions build up, 3-6 years, then bring community people back if you want. Ok then because then it's at the voluntarily request of the Yale people. Currently feels Yalies working under conditions set by community people; I don't care what the bylaws say.

Nothing ultimately good will happen again until the students are in charge. Students in charge in name only. Tony says they'll close at midnight in summer, Yalies will get 1st crack at air time. That's great if that happens. Means community people may have to go off air for the summer. And the students may decide they don't want to play Urban Contemp. Students should have the space to make those decisions. Even with vote taken away, & bylaws rewritten, we still have always had the major community format placed at a certain time & everything else done around that. That community people work all day is not an acceptable rationalization. It is a Yale station, run by & decisions by & for Yale people. Those outside get what's left. That's the way it is. [Very Derek language!]

Many community people will go elsewhere. I do not understand why Bill A. given 2 months & Carol D. given another year, when joined same time. It just shows students are not in control. For me, the most important thing about YBC is having undergraduates in control. They run a lousy newspaper, but they're in control of YDN. Dramat, too. But not at YBC.

The question is how do you want to interpret the Bylaws. At this time it would be more appropriate to interpret it conservatively. It's ok to put on things for the community, but not necessarily train community people in the radio business. Face it: most Yalies do not feel comfortable when community people there. Can almost set your clock by when Yalies come, community people go & vice-versa. That's indicative of a situation which must be not smoothed over, but changed.

Image of YBC: YBC was "voice and choice of the Yale campus" when he was undergrad. Sarcastic to say now. Is not the choice now, and only at times the voice of it. Communities members think of YBC as the Black station in town. It was before NHC, but now the Black-oriented money is going there. If our people want to contribute to the Black community, let them do it there. Doesn't understand why Carol Dockett, like Jerry and Tenaj, needs be here. Jerry & T would never do anything as long as he could hide at the station. Carol needs to do it outside Yale.

Reinforcing the four-year rule is really going to make a difference. Because if the community people change at the same rate the undergrads change, then they come more into line in terms of influence, power, & experience. It's difficult as a 19-year student vs. 25-year old community person w/much more experience. When they come in conflict, it's imbalance.

Keeping Yale trainees at the station will work best when they work evenings, not older community people. Students could do a fine Spectrum program. But if all the community people left right now, I don't think students would choose an Urban Contemp format. It would be an all-O.R. & N.R., and no Classical. But people would be climbing the walls to get on the air to do that. That would be great for the station, having 80 Yale students rearranging their course schedules & exams & not going home for vacation because they want to be part of the YBC scene.

What disturbs Tom is that nothing fundamental has changed in any area of the station. He listens to Sports & News dept. frustrations & some NRers. The people in Classical are quiet. Would be better if the block of Urban Contemp were off the air so students wouldn't have to settle for bi-weekly shifts, that isn't being on the air.

An all-Yale format would be sales-viable. Yale students would get their roommates & guys across the hall listening. YBC parties. Got people in the habit of listening. In Tom's days the habit was you came into your room & tuned in YBC because you knew it had music on you liked to listen to & chances are you knew the guy on the air. And because it was an all Yale station, there was news of Yale events every hour. [But are conditions the same now?]

You can't always go to Yale events because you have to do certain things, but if it's on the radio (e.g., delayed broadcast), you can

say to the person, yes-- I heard you. It's a service YBC should do for Yale. YBC was a connector for the Yale family. It isn't that now. I don't want to shut out the community, but we ought to be the voice of Yale in the homes of the community. That is what every college station should do. If community people want other programming, then tune to another station. Classical could build a big audience because NPR and SHU don't come in well in New Haven. Yale Jazz bands and Pierson B-11 things should be on the air, to put the sound of Yale out there. Would be well-received, especially sports: WELI is making tons of money doing Yale sports broadcasting we could have. But YBC turned its back on Yale athletics many years back. If we turned that situation around, \$\$!

Closing: Tom spoke at June 85 G-Board and said the station would close if they didn't get their act together. "I laid it out very clearly what would happen. And no one bothered to pay any attention." From a business standpoint, Tom was running things & gave income & expenditures, station equipment status. Said station was out of control & the station will have to close "if people don't start doing something for the station and stop using it as a sandbox." He wrote it out. No real attention.

It wasn't any individual's doing. Closing the station saved the FCC license for Yale. The exciter was broken. We were all over the dial, altho had low enough power that few noticed it. In danger of high FCC fines & being closed by them. Yale population at YBC had ceased to exist. Community people were lackadaisical about what they were doing: missed shifts. Bill turned the station off once because no replacement, had a job. And got suspended. I would've done the same thing. If Jerry and Tenaj hadn't gone to the newspapers & created the fuss we would've been on much quicker and community wouldn't have lost control. Community people turned off the Yalies. Drew [bias: Derek said he was not pro-change] and those people who rewrote the Bylaws literally snuffed out the community. Jerry & Tenaj quoted daily in local papers about the sinister workings of Yale and Thor's name dragged through the mud. Tom not mentioned. Got FCC permission to close for 60 days w/o interference, new exciter & transmitter. Because community acted so foolishly, new Bylaws resulted which wiped out their legal authority in the station. Yale students, because they're relatively young, are still dominated by the intimidating nature of the community people's adulthood. They still make the decisions, de facto power. Sports is supposed to have their mikes and they're used for a community remote.

Tom was never officially working in the planning discussions and for Yale. Although community people hated him and said he was "running the E-board", because Tom was never an official member, his name was not mentioned in the press. If Tom were ever allowed to run the E-Board with enthusiasm & momentum, the station would've been much better off-- just as if you had the opportunity. But the point is no individual should run the E-Board. It is to learn how to operate a business, to make mistakes but not make them again. They can't do that while they are being harrassed by community. YBC is a training facility for undergrads in a volunteer situation. Which means sometimes they may write a paper instead of showing up, but they won't ever get the enthusiasm to bring the paper there with them [as Terry & Ro do] & show up & do it there until the community is out. Yale people don't think of it as a Yale radio station.

"PAUL"

Had strong h.s. background. Happy that he got into New Rock. Introduced to much music he didn't know. Most of the founders now gone. The 2nd reign was "iffy", was "wild". Learned much. Clearly fledgling dept. Got the few hours it did by "tooth and nail". They decided to be really wild, not commercial at all. Be really strange was the d.j.'s attitude. Much resistance to playing more pop-y and accessible material, but also due to the listenership at those hrs. The people listening probably already won over by weird music. Seems from requests that we've built up listenership. (This goes counter Greg Thompson's 70 calls a night.) Music now has mellowed. Erik's already a veteran. Thinks NR is more popular than before. Doesn't feel bad that it isn't as widely listened to as, e.g., Spectrum. The average youth isn't really into independent records. Inevitable that they wouldn't build a big audience. Mainstreaming not as an intentional policy change, but by the new people who don't want to be so far-out. Original staffers wanted to purposely play fuck-the-establishment radio. There is a minimal hierarchy in N.R., but it still seems mad.

no with
then or
N.
they
just
my

Somebody has to do the shitwork. Dept. conflicts are more with individual personalities than musical tastes. The shift from Derek to Jane had tension. Derek, Bethany, & Thor had been around longer let them form their own little clique, so Derek weak, not a real figurehead, not well fused with the group. Jane more social, better at dealing w/people, had greater personal ties to the dept. staff. Ironically, this dealing w/people skill is the one thing he thought Jane wouldn't be good at. Derek did everything himself, "he be-guiled us a bit" by some policies. Partly due to lack of a music dir. But Erik can't complain because Erik didn't do anything himself, just did his shows.

G-Board fairly neutral. But pissed off by Alison (PD), a poor character. But not too seriously. Oblivious to most things his first year, being "me-oriented". Looked at work of the station from a distance. Attended furious, nasty G-Board meetings, disunified, couldn't feel sense of a complete station. Couldn't identify. It was impossible. So led one to burrowing in one's own hole. Felt NR what was most Yalie of what was represented in the programming. White kids playing music, not to a big audience. This is what we want to do, we don't care if we're not that popular. "New rock--these are my people". The attitude now is not so cloistered because NR has more power now, better hours, relatively more popular, good at what we do.

Community vs. Yale attitude always fascinated me. The reason the station could stay fairly unified even w/varied formats in the late 60's everyone was involved in a similar kind of political situation. The attitude was more fringe then. Hipper to be aligned w/the community then. Personal conflicts overshadowed. But this isn't true anymore. Spectrum stopped being cutting edge music, became a very regulated format, although popular. Makes sense by 84 that everyone got into their own little hole. The arguments got impossible, ie. the community/3rd bylaw is most crucial one. Erik saw it as people picking their bylaws vs. the overarching unification of the 70s. But things split up, when e.g. Spectrum says NR should have fewer hours because they're not community, vs. NR saying we're Yalies are doing what we want & think it is good, & want better time & don't care what you want. Larger numbers of people shut off their radios than tuned in with the change, but it's still worthwhile because we have something to do too, we have a right to the station. "It's a crass thing to say, but that's part of what we

[Yalies] pay for [in coming to Yale]."

When the station closed, it was weird, because to get what I wanted I had to align myself with these 'fascists'. The new forces said they wanted the power back...for particular reasons, for questionable reasons. Understood community's feeling, but also wanted to do New Rock & thought we should have better hours. His motivation was not so that Yale could have more power, it was just to do the kind of music I wanted to do.

YBC is a good microcosm of Yale in New Haven. Most things at Yale are Yale. The fact that it's been relatively peaceful the last few E-Boards, low tension. Finds it painful for a day afterward that he'd argued w/others about amorphous ideas of what YBC is & Dave Schwartz saying that's a way to look at it if you have this perspective/assumption. I have personal need not to feel enclosed at Yale, do as much as I can to get out of Ivory Tower thinking, pretending New Haven doesn't exist. Watching how the station worked didn't lead him to make a big commitment towards another side, but has been enlightening.

Most people who come to YBC "are not your standard breed" found elsewhere at Yale (die-hard assholes). I like how YBC in a strange position, it's not Yale. I don't want to deal with Yale, very little respect for the Yale community. YDN makes a big deal of YBC when it's an expose, otherwise doesn't care.

I was so impressed by what an excellent guy Mitch Kapor '71 was. Talking about the attitude of the station in his days. Said how he spent all his time at YBC, didn't go to class very much. Talked about music he listened to. Said he came back every other year to see how things were. Erik & John talking excitedly about what they were doing. He thought, from the way you two presented yourselves, that the station was the most like it had been since he was there. E&J have deep 60s sentiments, but also the vibrancy and commitment to a fringe kind of thing that he really liked that wasn't there before, very hegemonic and stuck. I think we still have & hope we continue that kind of energy (in New Rock). Gave one a lot of personal power which disappeared in 70s, a sense which is coming back again. Got a sense that Mitch wasn't playing hits of the day, playing interesting things. Didn't know that Mitch was the big \$ guy at the time.

There is some kind of sense of YBC to be a student organization, but there's a feeling for YBC, not for Yale. Neat to get to know more people at the station. Seems like the Spectrum-NR tension is lower. With the music buffer zone (i.e., Sports). Before station closing there was hostility at 8PM when Spectrum went straight to NR. Volatile tension, altho not gone, is "subdued" now. Spectrum sez we've got our time, we won't let em take anymore, but they're at least acting content. Maybe they've given up hope, that they don't have power anymore. It makes sense & I understand why they were closed down. Despite racist implementations, the station does run a lot smoother now & I don't think anyone's hurting for it (e.g., community programs not getting stomped on). Snide YDN articles on YBC falling to racist pressures w/politically correct attitudes pissed him off & showed no one outside understands how YBC really works.

Having more fun now w/music than before. Partly due to having been in it for a while, & that music more mediocre now. Not as much stuff I'd go out & buy now. I'm one of the old people now in dept.

Started doing Rock Therapy is excellent. Playing neat, more obscure music, & people out there are enthused, almost grateful, about what we're playing. Feel like more a d.j. doing his function than a college kid playing what he likes. Felt more like a part of YBC, being in a diff. dept, different part of day, diff. audience. Best oldies show w/a twist. Half of staff are doing it w/intelligence, not just playing the standard things. The people who run the dept. he resents. Jonathan "a fool", afraid he'll kill it. Get the feeling the jox won't play what the show was intended to do, it could become mediocre. If you can do your own show well, that's good. People should have a sense of the way YBC operates before running a dept., he doesn't. Expects us to behave in ways that are ludicrous. (Maybe he's learned now-- he has matured w/experience.)

Station is stable & growing now. Sense that people a little more locked in, enthusiastic. Didn't like Tony at first, but does now. (Note: he changed this attitude w/12-16-84 format change night after interview!) The station should be better. Station should not change programming. Feels the formula is good. If we just keep pushing, we can get more popular. With a promotion blitz (t-shirts, bumper stickers), if could get someone to do it, it would make a difference. With the new transmitter, we could explode w/popularity. YBC will get better then. We are getting more connected as a station. The 'we'/'them' is fading. But he realizes that others would feel we are still slighting the community. I understand that, but would not support programming changes.

Baffled by the audience. More Yalies are surely listening now. The new class better than last yr's.

Cites the closing. If I was in Spectrum, I'd be furious about how it was handled. Community brought down a level. New individuals commitment (e.g., TD, BG) who are doing a lot of not-for stuff in itself which glues things together. Has to do more with people than anything of structure. People's attitudes & character are so vastly different now [and could change again]. More people staying with YBC than in past. [But a problem again now.]

Doubts that YBC can grow much more by Yalies because it'll never be respected in the way the YDN is.

Primary reason for YBCers is on-air work. Doing outside projects takes people with an outstanding amount of enthusiasm (e.g., City Spirit Concerts) is great, can only have a positive effect, but is difficult to get manpower.

Ludicrous that so little rock concerts on campus. Is an anti-rock attitude. So much better at other colleges. Yale is ultra-conservative about granting space for new music. No clubs really. The more shows we sponsor the better. A lot of Yalies attended Suzanne Vega. The music people listen to. Yalies in general don't go out & see things. Figure out a way to get those people to go to shows. If it becomes respectful if a show is a "YBC thing", then big revenue. Isn't sure that YBC has manpower to make a go of that. (Indeed, this is the gap Willie Wright is trying to fill.)

Board of Governors can say fuck you if they want. Doesn't know what they are, don't feel their presence. Suddenly the real puppeteers appear at closing. Feels it should stay distant.

Administration attitude: teacher attitude. You could do what you

want, but now you've gone too far. We're punishing you now. Maybe there was justification for what happened (i.e., the "no"), but how it happened questionable. No one in Yale administration would be sorry if YBC disappeared.

Alternatives: Any bylaw change would have to have been instituted by the outside, no one in the YBC of the time (84) would've voted differently.

Future: "so dependent on individuals that it's hard to say". Not like the YDN where you know you'll always have people who are into it because it's "the News". If we can get more respected by more promotion, more shows, etc. then with more of a name we'd get a greater number of super-enthused people.

And who knows what'll happen with the transmitter? Feels the audience will rise w/Rock Therapy & New Rock. Doesn't think we'll change fundamentally.

Still feels unclear about community issues. Recommends joining YBC if you have to come to Yale because it will bring you out of Yale. Shows you how a force like Yale works outside Yale community & tells you about people. Nice feel to the place, provocative.

At a party she came over to Erik, Tenaj would make fun of New Rock, how terrible it was, how evil Derek was, said "I think you're a little different, maybe not". Was very Yale. So much more nasty before. [Ah! Personality bias.] NR weak then, now NR has established our space. Talk w/Greg, he was very aligned w/Jazz & the community, ag. NR, [!] but was very intelligent & could talk to him. Erik wishes there had been someone like that around on the other side who could be talked to, would have made things much better. Everything was reduced to pot-shots, race-tinged issue would come up & get everyone angry. Said why he didn't want NR to be too big, and talked about why Jazz & Spec should be bigger formats. Greg said he loved rapping w/people about YBC. What was interesting was, even if YBC was fucked up, it was still really interesting to talk about, how it works, how it brings in all these diverse elements & sort of fuses them & sort of doesn't. It lumbers along almost by its own will. It'll always be the thing Erik remembers best about Yale.

Should talk to some freshman in New Rock. Jane. Ivan- pretty smart guy. Bill A- madman, has been around for a while.

"MAX"

Got a heavy dose of New Rock from Boston-area college radio stations. Went to NR concerts. Planned to do it at Yale even before arriving. Made elaborate tapes using records & microphone, making fake spots.

Curious about other music, although most interested in New Rock. Not a fanatic until later. NR was a cultish environment when first arrived. 20-30 people at 1st mtg., by 3rd meeting down to only 3 new people. Most of the original 81 core there (no one joined 82) at fall 83 meeting. He kept going to meetings even tho felt uncomfortable & worked on air in AM, which got him excited. Opportunities meager w/ltd., competitive shifts. Graveyard much later. But scrutinized as a new trainee, & got a lot of attention from Marisa (head) especially, which kept him in. Many old-time jox, he felt like he was coming in from nowhere. But Derek was very persistent, did not feel the competitiveness was abnormal.

To get onto the air, felt he had to make major commitment to one format. Only had time for one. Tried to listen to other formats.

Walking into YBC in 83 was effectively walking out of the Yale community. Yalies that were there felt they were exiles or transcended Yale. Derek felt he was joining something very separate when he joined YBC. Unusual bunch of people. Felt NR was very isolated from the rest of the station. Learned of its tumultuous past in forming the dept. This process led to strong feelings within the dept. towards the G-Board.

He didn't know if E-Board was students or not. Didn't study the Bylaws. Didn't think about the student-community, etc., distinctions that became problematic in his later E-Board experience. Accepted feeling of E-Board kind of ineffectual; a bunch of jerks. Joined the anti-Yale feeling re. their screwing YBC. Big debated proposal to solicit alumni, but YBCers didn't want to feel obligated to Yale & said we don't want their money. Wasn't clear who the E-Board was supporting, so they were to be mistrusted. The feeling was the same across all depts. Other people were mixed in w/NR seating section. E-Board polarized from G-Board. He didn't understand station affairs back then. Was a strong 1st impression.

Back then couldn't tell who was yalie & who wasn't, and now it's easy. [Or does he just know more staff now generally?] He saw some scared-looking faces around the room, who didn't speak up, & figured they must've been Yalies. NRers didn't talk station politics much until much later. As if people didn't want to talk about it, at least not at meetings when he was around. He didn't know until later that a lot of these NRers were on past E-Boards in the tumultuous NR founding. E-boarding is draining. You're content to returning to enjoy "lesser" capacities as d.j.'s.

While around station more & more, started to feel frustrated that NR wasn't expanding. No one seemed concerned about this. Questioned how station was run, who was calling the shots, etc. Felt it was a drag to be on til 3AM, but no one discussed moving to earlier hours. When Derek became NR director following fall, he felt there was serious stagnation problem in dept. That's when he got in a dialogue w/E-board saying he'd like to be NR Dir. A feeling that the format might even die, hopeless, with all them going. A whole new dept. sprung up that fall. Derek & Brewer & Thor (joined when Derek

p. 2

did) & Bethany (spr 84) & 2 community people. They recruited a lot of trainees. Thor was YBC training dir (w/Baron, Bowers, Vinny) & Derek went to a lot of meetings & dept. grew quickly. Spent summer helping NR, plugging NR at outdoor bazaar.

As head of a dept., his E-Board ties grew. Baron asked Derek to be SM. Thus Derek was an E-Boarder for the summer. Became good friends w/Thor. Started to learn a lot about YBC apparatus. Began to learn about financial problems, the different perspective from there. Baron wanted to chg. format, discussions occurred, proposals made to G-Board were knocked down. Studied bylaws to see what E-Board could and could not do. [Power?] Started sponsoring shows--Derek tied w/Grotto. Just trying to increase NR's profile. Ultimate goal to get more hrs. Lge. dept & all of a sudden, with influx of Yalies, "the mainstream Yale dept." in many ways. Started thinking in station-wide terms, politically.

New E-Board: Thor, Ward, Mike S, Jerry. Thor didn't talk much about E-Board, NR music mostly. Derek would say NR wants more hrs, Thor would say it's "not so easy." Felt format had grown & students didn't have the input into the station that you'd expect. [Viewpoint colored by later?] Saw who was running the station & who wasn't. Became upset 1st time over the summer as SM & reaction was outrageous against new format (everyone fit in Studio 3 for meeting). Bad political struggle that summer between Tenaj & Jerry. Only 3 undergrads there that summer! Took time off in August & thought about things. Was sucked into YBC. In past had attended G-boards & "snickered about the E-Board," now with the role-reversal was really appaled with what was really going on. The GM being called a fool to his face. It was ridiculous. Knew how bad off YBC was financially, too. Thought being elected would get more respect. People making jokes about them & Yale. "That cut really deep." Anyone who puts time into it "can't be dispassionate" about it. It's gotten better.

Did much NR in soph yr as Dir. Did Swamp, & dur. summer. Then the station closed. Just Mitch (PD) & Thor there. "Another hot summer." No one knew Thor had been in intense dialogue w/Dean Suttle about the serious problems Yale saw at YBC. Derek knew YBC had history of problems w/administration (people mistrusted & hassled YBCers when needed to make copies). Big proposal-presentation for 1 more hr. in spr. 85, CMJ reports, ad sales, NR concerts, etc. There was no discussion. Jay Hare kept trying to interrupt Derek during it. It got nowhere. It was absurd. I was asking for a small block of time. Said to himself I've worked a whole year for NR, got a lot accomplished, and nothing. Then knew about serious talk of closing up the station. Thor seemed possessed. He wasn't talking much with him about it. The magnitude of what was going on wasn't clear. Clear that it was going to happen at beginning of August, then Thor & he talked about it a lot. It seemed like a serious thing to do, but "if the station ever needed intervention, it needs it now." Trying to get the Devmt campaign going, felt hypocritical, talked to advertisers, didn't feel like the Yale radio station to us [Tom's influence!]. This is "Dean Suttle's plan", Derek supported Thor's judgment. It was very intense, everyone very stressed out about it. Very scared that this powerful blow was being made. Students were this tiny minority [Hmmm?].

Started reading the newspaper. All the facts still missing. 'WYBC

closes, community pushed out' headlines. Fair amt. of tension. Community members meeting outside the station. Looked like the Dean's office was supporting the whole thing. Financial problems, not an undergrad organization, etc.

Andy approached Derek re. PD. New rules said undergrads only on E-board. [Derek knew opportunity to create a new format], "it became my job to work on the format", the whole E-Board. Some disagreement on how it should be done, on how to make YBC a stronger undergrad organization by the format. Felt a big effect in bringing the students back via the format. Not just rules change. Format would make a big statement by its format in attracting and reflecting undergrads. Mike S. shared this opinion. Andy ambiguous. Drew was against changing it. Convincing Andy was the effort. Dean Suttle didn't have much to say, except to be sensitive to community commitment in the station. But things were polarized. Embittered. Felt threatened by hassling. Paranoia.

The 1st G-Board afterwards was a show of force by Dean Suttle w/Board of Governors. People who expected to shout out as at past G-boards found something different. Loucks went off on a speech against community members. Talked about Yale creating the radio station. "Basically martial law", "station in crisis". We had spent a lot of time on it. Station was not going to be run the same way. A very inexperienced E-Board. Andy intelligent but inherited many problems but more people, mostly community, came to Derek with statements of disgust since he knew more people & more experienced, even tho Andy the figurehead. Basically just tried to make sure no one went berserk, everything too new, no time for constructive efforts. People kept saying station didn't have to be changed, this is bogus, it's white Yale taking over, etc., altho some acknowledged there were problems.

He could see the short E-Board was burned out, and some continuity was important else the station would've been slowed that much more. Derek felt he was just beginning a more extended commitment to YBC's future, seemed like an important time in station's history. Not much of a qualified pool to take E-board positions. Derek had made a psychological investment in the station, he couldn't just step back, there was no place to step back to. New station, new format. If no one else was going to stand up for it, then what was the point?

Derek switched to Training Dir because he knew YBC needed a lot of new blood w/o prior conceptions re. YBC. Big recruitment drive. YBC story on the front pages made people intrigued about us. Let people know YBC was coming back at Frosh bazaar even tho not yet opened. A lot of non-frosh joined, which was unusual for organizations. The publicity re YBC outside brought good # of community as well, altho by attrition, avg. # joined. Program started late in semester due to closing, & severe technical problems in AM exacerbated things.

YBC air product deteriorated because many unexperienced jox needed by their depts. got on air prematurely. Still a problem being worked out, altho getting better. No interest in being GM, felt it'd be too much, felt "scorched from the last few months". Bethany had been at the station a long time, knew Thor & Derek, sense of how they thought and how E-Board operated to some extent (a puppet, some

might say!!, would be a good choice. She felt a similar sense of loyalty & obligation to the station in this time of need.

David Warren most important in that E-Board because he was most mature & level-headed. Police-state atmosphere mellowed. David Mills then came in to help with accounting stuff, transmitter. Enormous amt. of stuff done. Very productive E-Board. Addressing broader issues of format, adjusted several times, was where stalling occurred. Much more cooperative & effective E-Board. Liked that a lot of their work went unnoticed by the G-Board. Says because attention was taken away by format. Having graveyards filled, forms taken care of, etc., were things not traditionally handled well at YBC. But no one understands these daily operations, maybe they shouldn't have to be concerned. We focused on keeping things going.

1st community rep (Vernon) was confrontational in the few times he did attend. Never was constructive dialogue. Unfortunate that he set precedent. Was set on old ways of dealing w/previous E-Boards. Blurted out what was on mind w/o thinking about it, no respect w/who talking to. Intimidation. If anything could've helped that period, it would've been someone who said ok, we got screwed, but let's see what we can do, which he admits would've taken "superhuman" effort. Only involved when talked format. Not interested in Devmt, transmitter, station fix-up or policy.

HF Dept had grown too much for one person to bear. E-Board now picked dept heads rather than each dept have internal power struggles. He knew he was burned out, couldn't do that & last training class (included manual overhaul). Derek didn't know Jane well, seemed basically qualified, and was clearly the most qualified of who was running. Relatively easy transition. She does things a little differently from Derek, but some things better. A different leader from Derek.

Future path: YBC will become more high-powered as a business organization. It has to be. That is necessarily going to affect music depts. YBC will never sell out completely to professional leadership as Brown did. Hopes YBC could have a salaried person, that would help. It will be interesting as YBC becomes a more powerful student organization. Already seems there's more internal competition at YBC between students in terms of running depts, gathering influence & power. Rather than students vs. non-students.

Opportunities for community members that did exist, still exist. Don't think they'll ever try to kick out community altogether. It'll never be a student-exclusive organization, but the power-seeking ideology of YDN & PU is coming back a little. But I'd rather have that than the student-community battles & deep resentments which were a big stumbling block.

Recommendations: Because YBC is a community service, now that students are firmly in control again, how can we turn back to include the associates? Must find a way to integrate them mutually agreeable to both students & them? No simple solution to YBC system. It's very complex, perhaps conflicting aspirations, but I believe there's a good built-in balance. [Formulaically:] Sell more ads, good mike breaks.

I've learned a tremendous amount being at YBC. Hope it continues to be a place that students learn about themselves, New Haven, and radio. The intense personal moment of presenting new format proposal approved by E-Board to Tenaj, Bridget & Vernon. Put Derek on the spot before the most powerful people at YBC up till that point. This is how we want YBC to be. Bill cited Derek's nervous gesture of hand across his face which disappeared after the whole Closing. Painful introspections. Everything was bigger than life. It doesn't seem so enormous now. But it was a very big deal for them then. Not an easy time. Even Vernon grew up a lot too from the process.

Like Brewer, tape recorder means nada;

People: 1)Bridget unique, the only one in Spectrum who looked from Y's side of it. Derek appreciated that a lot;
2)Jerry a "YBC crusader";
3)Vernon would say here's how it really happened;
4)Mike G, an unexceptional person thrown into the limelight, became a powerful force, grew up a lot in the position.

MYBC weird scene. More than just a typical student organization.

Brew said all of a sudden I don't think we should change this format at all. Mike adamant at some moments, not there at the time. [Or so it seemed in Derek's memory.] Andy neutral. So it was up to Derek to defend the changes himself. Everyone turned on me; "I guess I got angry."

Format was where the power lay, changing the Bylaws considered secondary.

"EVERETT"

78-79 Yale Frosh, had h.s. radio but didn't have time to respond to recruiting posters. Others said it was nearly impossible to get on FM. Said FM was the townies, & Yalies stuck on AM.

Chris Carosa satisfied w/Old Rock on AM, got subs & pizzas to give away on his show. Jerry did show w/him, did AP News in Spr & Fall 81. Dropped out, became member in Spr 82. FM by Mar 83. Did much that summer. Sales work. Classical, Jazz & NR. Danny Ortileva was Tr. Dir. Was nice guy, a techie. But not good for Tr. lectures. Roger Manning did them for him. In Fall Jerry did Danny's Tr. lectures & re-enrolled at Yale, ran for T.D. & was an undergrad at election time. Then a year as regular member, then won P.D.--the one position open to non-Yalies-- 84-85 until closing. Continued as Jazz dir until 4-yr rule knocked him out in Mar.

Big G-Board debate fall 82 re. 4-yr rule. Was passed. Good reasons for it. Best one was Abdul/Darrell, at YBC over 11 years. Wasn't contributing to station except his shift. Didn't accept comments. Don't bother me; I've been here long. These people ate up a chunk of air time & wasn't training them any more. Good people couldn't get shifts. Personality problems. Jerry mistakenly told Dean by 6 mos when 4-yr rule begins.

It got easier for people to get on FM in Jerry's time. Jerry as T.D. was stricter than now. You needed to know every switch on the board, know how to engineer for Studio 1, full knowledge of patch bay.

Detailed talk about Jazz. His musical passion, but w/organizationally, ordered feel to it.

Relations: Phred, GM, Andrea, Tr, Manning, PD, Paul Hyland, SM, Danny Ortileva, TD. Engineer got his name off the list when he saw how personally liable he was for the station. Operations Dir. who did nothing. Accg. to Bylaws then, responsible for all non-music broadcasts (i.e., PD for News, PA, PSA, Sports--not really anything). Since no one was doing it, the position was elim'd.

New Rock pioneered by Phred, Andrea, Roger & Paul. Thus E-Board effort. Spectrum dominated evening & avant-garde jazz late, & mostly jazz graveyards, 6A-6R jazz. Weekend fairly similar to now. Jazz gave up its Sun 11-3 to NR, had trouble filling it. Spectrum was outraged. Anything taking power away from Spectrum & giving to E- or G-Board was called racist. [Hmmm...] Spectrum had separate PD & sales dept. The night NR took the 11pm hour from Spectrum Angel threatened to tell the FCC, which has no substance, & come in w/a gun & shoot someone. Angel continued to be uncooperative w/Roger as TD. Angel was officially taken out as Spec PD. Before Jerry's time, David Yale was living in the rafters. Eric Burdon, former Sls Mgr, w/Lopez, embezzling.

Andrea had no treas. background, couldn't make sense of the books, called in the Univ. for help, & det'd there was no sense to the books. No receipts for spots. Double commissions, commissions on no sls at all, but records so incomplete that couldn't be proven. Signs posted that Eric & Ralph were no longer station members, the community powers that be tried to get Eric to leave the station, asked Jerry to try, & Eric hit Jerry got hit over the head w/a brick. There were problem people at the station.

G-Board & E-Board relations have always been tough. Current bylaws

say many station people don't have a hand in electing people who tell them what to do. Those who choose to run are coming in inexperienced, having to deal w/station members who know the ropes better & won't hear what they don't want to hear. General view of E-Board offices are here to keep the station running so I can come in & do my show, it's up to them to make sure money & bills handled: I don't care if I'm asked to do sales, I tried it once & it didn't work; I won't paint, take out trash, etc.

When someone comes in calling for something different than what's happening, gets strong anti-response, unless democratically agreed that it's good. Only alternative is to pull rank & say do it because I'm Office X and I said so. And what if they don't? Not much you can do. Can suspend them-- this is a new innovation. Or deactivate them. But if it's someone who fills important slot, you are told you can't kick them out, they're too valuable.

A newsie trainee screwed Jerry over. Gave him a story that had an obvious correction yet to be run. When co-News Dir & T.Dr. years later, Jerry heard his newscasts which were still poor. Jerry tried to work w/him, got no cooperation. No one had bothered to improve him, by the time Jerry got to him & he was entrenched. Jason Dubin, a Classical jock, called him in to do newscasts when told specifically he was banned from broadcasts until improved. Jerry got E-Board to approve a suspension for Jason. Greg & Ben had secret vote to let him stay, was too valuable-- was handling mayoral ad sales.

Tough as an E-Board to do anything unless you have G-Board behind you, which you never will. Especially on format changes. Jerry said format was good while PD. Tried to improve the depts. He had done MR, Cls, Jazz. Once did 19 out of 24 hours Wed of T-giving break.

We're all bits of nuts here, maybe different now. Station good at attracting nuts. Tenaj had ego problem. Believed she was "The Great Tenaj". Tie between her & Jerry for PD, broken by GM. Jerry said his biggest problem with Jazz was her shows: 3-5 min. poetic "flatherings." Some erotic humor. Jerry said stop it, she refused. Asked her to keep dept. record tracking; she said she didn't have the time. Jerry was one of the few people who cared enough to keep trying to make people change, rather than throw hands up.

Closing: he said earlier "when the shit hit the fan". Financial problems were #1. Jerry said we need paid, professional, experienced salesperson. Not an office manager. Once you have the money, then student E-Board can make decisions & everything falls into the place. A treasurer that's deciding which bills to pay. When it's reports of how much you owe, there's nothing else you can do. All equipment is obsolete except Otari's & production tape deck. Horrendous that transmitter in storage since Jan 86. Helen II was bought used in the mid-60s.

We have no idea if we're in compliance with FCC regulations since can't take accurate meter readings. EBS unit hasn't work since 82. 3 parts: 1) Test-tone generator didn't work since early 86; 2&3) Detector & radio tuned to WELI, not working since 82 at least. When their alert tone goes, ours is triggered on EBS remote 2: DJ listens for it being a test or a real emergency. If it's real, you pot it up & let ELI take over your airways. AP is alternative source, which was off YBC for a while. We had no source of emergency info. The station basically needs 3 new control rooms. Try for space

trade w/the university since they want this so much for Music Dept. Build us new studios elsewhere & we'll give this up w/o argument.

WYBC-Am was the key to our success. Was the training station that could be picked up all over Yale. 1st thing you did was go on AM air. People learned all the equipment w/Jerry-- but he wore himself out [unduly, too much to expect] doing it.

Play music sets that you're choosing that way. The sound matches, or the song subject or artist style matches. You break in much more slowly on FM, do news-- took an hour to prepare it, time it out; watch the jock work if you have music interest. Losing AP is losing a dept.-- News. Half of radio is production. Good production skills is essential requirement for d.j.'s. Can barely be done in our studios.

Back to the closing: Thor had to take summer school, was having scholastic problems. Jerry says he felt that because of academics, couldn't continue being GM, but couldn't trust rest of E-board to run it for the summer w/o him-- with all the financial, equipment, & people problems. So would hand the problem off to outside entirely. Aug. 13, 1985-- Thor calls Jerry to say he just got a call from the B of G's. They're taking us off the air because we're not complying w/FCC regulations, can't take proper meter readings. Jerry confused-- asks how they found out. Thor said I don't know. Jerry called Tom Duffy & said it can be fixed. Thor then says I don't care whether he can fix it or not, we're going off. Jerry takes station off the air.

Jerry says ok, we're off the air, but there's still a lot we can do. We can make use of this time to work on the station. Off for a week or two? Fine, let's make equipment repairs, paint walls, file AM records, rewire things.

Then locksmiths come. Mills comes to inspect the place. Jerry not getting answers. It's getting clear there are many underlying reasons not being said. Thor says must tell E-Board only. Jerry says, ok-- we're the only ones here-- why can't you tell me? 'Cause you're not a student.' Keeps getting stranger & stranger. Long talks w/the Dean. Other E-Board members heard nothing about it: Mike S, Andy W. Derek involved somehow, acting SM. Half the B of G's didn't know. Station members up in arms. Dave S. & Tenaj getting phone info chain going. Tenaj says let's go the press. Jerry asks her to let him make some calls 1st, it didn't help, so conference happened. Probably would've w/o Jerry anyway. Dean informally says YBC is not in compliance w/Univ. regulations. Talked smooth w/press present, says it seems they are in compliance, just need to straighten financial things. Then later announced that YBC wasn't complying.

We changed things around a little bit. 60-40 rule more tightly enforced, quorum a little more enforced. Only full members could vote, all officers are undergrads. Jerry asked if it could be undergrad & grad organization. He says many grad students who could do great things, e.g., SOM students as Treas & GM, engineers as Chief Eng. Always hardest position to fill. Initial arguments by John Zornick that Chief Eng should be the one non-student position, but majority community membership wanted PD, a person w/more authority, power, & visibility. This decision pissed Zornick.

The motives I can just guess at. What happens speaks for itself.

Who made & recommended the decision, the order of involvement doesn't know.

Likely path: Without major changes, will continue to go downhill. Has been declining since Jerry joined, he sez. The three interrelated areas needed: 1) greater # of involved members; 2) equipment--this keeps people busy & involved (e.g., for remotes, elaborate production); 3) programming, with money underlying all of these.

Recommendations: Got to have solid AM training program, keep them active on projects, get good before being thrown on too soon. Selling commercials is our unique bain & our savior. With big univ. funding, & paid staff managers. Most everything taken care of, and money choices made outside, then you can afford to have a format like theirs, a narrow-casting like a TV station. You can't build a big enough audience this way & survive on commercials. The cosmetic changes we're making are losing listeners. Look from the listeners' perspective. You have to be a very dedicated listener to know what's playing. Jerry overheard at Festoons-- a clerk said "all their [YBC's] stuff is scratchy".

There will be a small group of core listeners when you have something unique, but that uniqueness is choosing something w/limited appeal, because it has a base that is small to start w/. But even those interested people must discover it. Either you're told, or a dial twidder. Odds 1-in-8, e.g., that you'll discover Old Rock. And you must hear them announce the hours, & you must remember it, & be available during those hours. The more the format is splintered, the more listeners you lose. The more small cuts you make, the more lost! e.g., when cut jazz from 1 back to 12, then those who tuned in at 1130 won't do it anymore with only a 1/2 hr of music now, vs. 1 1/2 before! Similarly for the jox, you have to be free during the few hours of a day when it's on. The more # of hrs, the more chance you can fill all the shifts. When station was only 2 formats, it was easier to fill the shifts. But Progressive rock & Spectrum were taken from us to commercial radio. Spectrum could still survive at 6-11 because that's when most of them were listening. Had enough hours in key times with a better product--the format was freer than then it is now (less strict rotation) & less commercials--to hold them.

When you have too many formats, station leadership diminishes. For each format to be a leader in producing good air product means it must have some good leader on top. This spreads out station talent too thin. Not enough people who can keep up scheduling, product. That plus a 5-person exec board & sports means probably not enuf good people. PA shows have been a joke & failure at YBC except for Elec. Drum.

Commercially, a fragmented format loses rating points. Thus can't sell it nationally & to local accounts who look at numbers. At 3000W, incredible audience potential. With format consistency, without compromising ourselves, we can do it: jazz will never lead the market, but can steal enuf to show up. Massive holes in O.R. collection, many records we do have in bad shape. O.R. could succeed the way Spectrum succeeded, by being better than the competition in what it does. NR could succeed with the right people running it & enough mainstream pop. Keep it accessible while still cutting edge.

Must have community membership right up to the 40% level. We see

over vacations the station falls to pieces. Jerry woke up hearing an endless NR cart playing, jock left shift. Students don't seem to understand that an unattended transmitter is illegal. Avoid: "Yeah, YBC's fucked up again. YBC's off the air again. Well, that's YBC for you, you never know. They're nice when you can get 'em." Must be ready w/community jox for when dorms are locked, when exams are, at T-giving (toughest week of whole year, because Associate members have away plans too).

Format which takes advantage of enough of an audience. Currently just Yale-oriented advertisers-- is insufficient. Are we getting enuf of the Yale audience to keep even them w/us long-term? And what happens in summer? "The station doesn't go away during the summer." With 80% of the potential audience outside Yale, you realize the station has to be on air all year round. Arbitron doesn't even cover the colleges.

Classical is useless as a training format. Only the mike breaks benefit, but that wasn't done well. Play whole sides, you never segue.

The station can't go anywhere but down lacking all the fundamentals. YBC has suffered w/"deferred maintenance", like NYC with the subways, for 10 years. We've gotten away w/o spending the money, and we're losing advertisers, station members, listeners & the YBC experience because of it.

"My training programs were tough. They were long & boring"...but "they knew their shit." You can't use Production as an emergency FM as was done when FM board went kaput in 82 & 83.

Yale Lit scandal covered by 60 minutes. They heard YBC was in same boat, a non-undergrad org., too. We changed our bylaws to comply.

Idea to install mike jacks upstairs & live broadcast Yale bands & singing groups from their big rooms there. Was easier than doing Woolsey because the time of those concerts was in heart of Spectrum. Could use it for outside groups, too. Then Dean Tirro gets a phone call that Benny Goodman has flat tire. Bad jack & angled position on road. Scratched car, long delay. Dean didn't want to hear Jerry's or YBC's name again. Didn't realize the chance of this working against YBC.

Tried to get donated antenna space. Negotiating but guy couldn't take a tax break. We used to have MBN by phone line, w/news & actualities. News thus did a lot of production work. They changed to satellite, we couldn't get a good dish site. A feed like this would help. The old AP had a certain # of bells ring depending on importance of story.

Felt Tom Irish was old-Blue digot right-wing wanted to turn YBC into his thing. Felt he was very negative force in station.

Gave up PD because no course credit for it--> Melinda Penkava at Southern, dating George Scheibner, communications prof at Southern, A nut but important: Chris Gray stole change to buy cup of coffee from George & Melinda's car. Chris burned a guitar on Roger's lawn while dating Phred who he loved, because Roger played guitar.

1. $\frac{1}{2} \log \frac{1}{2}$

2. $\frac{1}{2} \log \frac{1}{2}$

3. $\frac{1}{2} \log \frac{1}{2}$

4. $\frac{1}{2} \log \frac{1}{2}$

5. $\frac{1}{2} \log \frac{1}{2}$

6. $\frac{1}{2} \log \frac{1}{2}$

7. $\frac{1}{2} \log \frac{1}{2}$

8. $\frac{1}{2} \log \frac{1}{2}$

9. $\frac{1}{2} \log \frac{1}{2}$

10. $\frac{1}{2} \log \frac{1}{2}$

11. $\frac{1}{2} \log \frac{1}{2}$

12. $\frac{1}{2} \log \frac{1}{2}$

13. $\frac{1}{2} \log \frac{1}{2}$

14. $\frac{1}{2} \log \frac{1}{2}$

15. $\frac{1}{2} \log \frac{1}{2}$

16. $\frac{1}{2} \log \frac{1}{2}$

17. $\frac{1}{2} \log \frac{1}{2}$

18. $\frac{1}{2} \log \frac{1}{2}$

19. $\frac{1}{2} \log \frac{1}{2}$

20. $\frac{1}{2} \log \frac{1}{2}$

21. $\frac{1}{2} \log \frac{1}{2}$

22. $\frac{1}{2} \log \frac{1}{2}$

23. $\frac{1}{2} \log \frac{1}{2}$

24. $\frac{1}{2} \log \frac{1}{2}$

25. $\frac{1}{2} \log \frac{1}{2}$

26. $\frac{1}{2} \log \frac{1}{2}$

27. $\frac{1}{2} \log \frac{1}{2}$

28. $\frac{1}{2} \log \frac{1}{2}$

29. $\frac{1}{2} \log \frac{1}{2}$

"MILES"

Jordan Weber knew Bill from prep school. A few months before Bill graduated from Bard, met w/Andrea & Jordan at Naples. She said you didn't have to be a Yalie to join. Jordan receptionist: Sept 82-May 84.

New Rock was the natural format for him to join. Bill talked w/Smee, head of our minimal sports, in Sept 82, & showed enthusiasm for that too.

Bill was a poor jock at start, didn't learn too fast. Marisa didn't like his playing one or two oldies/show, ignored other elements of a good show. Marisa didn't trust his musical judgment, remembered his earlier limited skills. He had a crush on her, too. Thor was headstrong & she had clashes w/him. Bill & Derek in 83-84 started talking excitedly about changes in NR they wanted. Derek allowed Bill to advise him closely, & let him run the dept. when he went in summer 86.

Single most important factor in Sports' growth was the reorganization after the shutdown. Open invitation from E-Board to introduce a student sport show. Bill was conservative, Dave Warren said let's go all 5 nights a week. Game rights would've been tough to convince YSC of doing in 83. No precedent to consider it. Spectrum then was prohibitive of such. WELI denied football rights. The year before shutdown sports coverage went up a little. Dave Warren being on E-Board & openness of other new E-Boarders had great deal to do w/big surge in Sports after.

Many people developed fatal crushes on Phred.

Derek & Bill criticized Marisa's leadership; Bill & Jane criticized Derek's leadership. Bill did not like how Thor & Mitch rid of Marisa abruptly as NR dir., should've given her notice. Derek just got overwhelmed in the 2nd yr of NR leadership. Didn't have time to devote, with the overall station format, E-board, etc. He left records that should've been getting airplay sitting in the E-Board office, not a big deal tho. Good friends w/Derek & Thor throughout it all. But he likes Jane too. Bill the middleman in many ways. Timor of doing that between Jane & Milk of Wonder people, e.g., Jane doesn't trust Craig to run Swamp after Derek & Thor because his shows have problems. Bill suggests they communicate [a la Kendall?] but it gets draining, how many times can he say it?

Liked Smee. Likes Dave too, but feels an inferiority complex. Or Dave Warren feels superior. Dave always seems to know what to do at all times. Dave was a big idea man. Warren never sent the Sports proposal. Bill desperately wrote the proposal himself in July, which Frank Ryan praised. His effort doing that, calling Dean, speaking w/Loucks, etc., got us much Sports. Likes Drew, but he doesn't have Dave's self-assurance. Felt not respected enough as the senior Sports member, should be able to do as many as he wanted. Unsure what Drew was thinking. At first thought Drew was anti-community, but Drew didn't seem to mind his extension & others in dept. seemed to welcome him more. Bill admits to being hyper about the whole thing. Skirmishes re. who covers which games. Drew did not recognize Bill's efforts in getting the sports. It hurt Bill. Drew had hostile attitude towards rest of station. Didn't realize that it wasn't just his format that could be played around with, but everyone's. Was paranoid, felt Sports deserved everything

they wanted because they were here. Not good political attitude. Feels the new guys will cooperate better w/YBC as a whole.

Superficially friendly terms w/virtually everyone in Spectrum. There were people who were difficult, e.g., Vernon. A wall was up. Never cared to hang around during Spectrum, stayed consistent w/the change. No relation w/Jazz as a dept., perhaps because it has no organization. They don't congregate as a dept. (Except Susan Z.) Dave Schwartz says arrogant things & doesn't care. Personal thing. Cliff laughs about it. Bob Amato, warm & generous guy.

Fired E-Board was just there for Bill. Greg & Ben's "everything you've heard is true." Greg laced into Bill for lack of training standards & quality of AM shows (Bill was AM co-dir w/Smee.) There was no previous communication about what standards E-Board wanted-- this criticism came out of nowhere at O-Board mtg. Bill just followed Jason Dubin's precedent. Greg came down on person/people a la Robin, in a harsh, all-mighty paternal fashion. People don't respond well to this. Not good at communicating because shy in person, sounded dogmatic as a leader. At their G-Boards people would be shouting out, e.g., was this valid since no minutes being taken? Would go on for 3-4 hrs., vs 1-2 today. Endless debates. Ben started wearing Black headbands & talking in Rasta accent. W/Greg, it was a Black power trip. Then the squeaky-clean preppy E-board. They were up ag. hard status quo. Upset w/them, because they fired Jordan. But more complicated than that, plus he wanted to leave due to personal matters. Jordan was too polite to tell them to get away cause he had to work. Was a pot head paradise-- always & anywhere in the station. This stopped after the shutdown. When people started doing their shows alone, that reduced it [it's a communal activity]. Key people helped keep traditions going.

Derek grew tremendously during shutdown period & format change. Had to fire Tenaj, was the only one arguing there had to be a radical format change. Derek lost his shy mannerisms w/all the hard presentations he had to make. Bill agreed & still agree w/his reasons. With all the Spectrum hours, many Yalies went through the training program & dropped out because it did not feel like a Yale organization. That speaks to inability of yalies to interact w/inner-city community as Spectrum's [note how Bill avoids using plain phrasing "community"] cold shoulder to them, but that's what was happening. The pendulum has to be in balance, had swung too far to community. Derek had "an awful lot of guts" to stand up for major format change.

Bill likes Tom, altho can see how others might be irritated by him, & agrees w/him on many issues, altho not that Spectrum should go entirely. Rumors that Tom was a Univ. spy was probably a Tenaj creation, like buying vacations for E-Board members. Tenaj very stubborn, appreciated her flamboyance, but disliked her insulting him relentlessly. Derek said Tenaj couldn't work w/anyone.

Shutdown was strange. Thor was instrumental. Spoke to Dean about how we were collapsing on every level (internally) except programming. No one could work together, financial & technical chaos. Felt changing of locks was unnecc. & inappropriate. But supports the policy resulting in its wake. Wrote long letter to YDN defending what happened, was not racism.

This year's E-Board relaxed about letting ex-members have occasional air stint. Resented 12/16/86 format change strongly. Don't feel Tony & Ro are good leaders; don't communicate well. They have an occasional good idea, but implementation may be sketchy. Ro cannot draw people along w/him, even Reggaers. People realize the format change was not handled well. Conceptions of Tony's strangeness come via Bethany & Derek. Went from a nice guy to an anti-racist power trip (e.g., Tony's "irrelevant"; Tony's "Whites first?"). Ro & Tony a little too defensive & self-interested to be good leaders, also lack skills organizationally. [I'd debate this.] Called for a vote on the format at G-Board made no sense: didn't introduce it accurately, or conducted it accurately, it wouldn't have counted, and they said over 50% either way would decide it, but it takes 2/3 to overturn E-Board decision.

Would've liked being NR Dir for a year. Keep hitting Yale community w/NR promotions, maintain regular Grotto shows, impressed w/Jane's Yale NR shows (Derek nor he could do it). Keep tighter reign on little radio techniques for jocks (constant image projection w/slogans, playing artist ID's). Past leaders not interested in doing that. None of them are people-people, except w/their friends. Hard time saying what irritates them, working w/the person w/whom having problem. NR has commercialized itself over the last 2 years. Need greater public awareness. Maybe need to play certain acts w/more regularity, moving slightly to commerciality, but not losing cutting edge or our identity.

External image: A lot know about 'us, it'd be nice if more listened, or more regularly. Be hooked, at least to your format. In 84, most Yalies probably hadn't heard of YBC, now much more awareness. More articles, shows, etc. Club 94 potentially big help. Need to increase New Haven publicity vastly. No one thought it was worth investing given our financial trouble in bumper sticker publicity. Last time was in 81, again a small one by Bill & L.O.S. in 86. We used to trade space in Advocate, expensive now.

Internal: YBC provides now for the half-committed Yalie to go in, be half-assed for a month or two, get on the air for a few half-assed months. Before they would've seen no chance to get on air & just given up or else be turned off by the non-Yalish atmosphere (Blacks & weird people like Art Russell). It hurts the station to be treated half-assed. Will hurt to have swollen membership, even tho impresses Dean Suttle. Standards of air quality have weakened, but I don't think Rohan is the guy to pull it all together, to work w/the depts. He'll be overbearing. Is also a T.Dir question. Jerry good in skill level, dedication, but not good at pushing standards. Experience at WLIS big help in improving Bill's skills. Bill knows how to cover for his mistakes. Perhaps we're better over the course of this year. Bill willing to help w/a seminar. If someone makes an inquiry of me, I'll do it. [Aaggh! Apathy. Lack of communication.]

Likely path: I don't know if there is a likely path. Dean's office seems like they'll let us trundle along for the moment [But your talk.] We have to balance our commitments not just to financial stability, but to programming. And it's hard. Likely the Dean's Office will let us go on. We need a fresh new identity, it'd be nice if we move to new building. Things won't go back to pre-85 way where community dominates. It's all very complicated. I'm glad I

won't have the hassle of dealing w/it. Some burnout, not as bad as Derek.

Recommendations: Would axe Jazz as a major format, even tho likes music. We'll be a two-headed beast as long as Spectrum is a powerful format. I don't know if we can continue to work like that. All rock til 1975, then Rock + Spec night, then 1976 Jazz + Spec. No one was creating new formats, it was much more set. Balance between stability & innovation-- recognition of need to change. Part of me says change license to college only. Would de-enrich the station ridding of community people. Maybe it can work the way it is. If national sponsors just saw us as Yale station, maybe we could get away w/potluck format. At UPenn the spectrum format knows they're not in control, maybe it'd be more stable here. Kendall[?], Vernon, & Tony influence disappears might make Spectrum not so different from rest of the place.

In a solopsistic (where not have to consider outside envir. forces) world, I'd make it only Jazz & NR, w/OR on weekend nights. The non-solopsistic answer: NR & Spectrum only. Drastically increase community visibility. Make the world aware of us. Have a PD who is strong & could make up for lack of experience in each dept., but who is not prejudiced. Danger that adults taking key roles would eliminate a section of the programming. If they just concerned themselves w/quality, then ok. College sound, you can be loose w/o being sloppy. CSB teaching a pro sound is not positive. Jox must be themselves w/o sloppiness. We have some funny people, & others who try to be, but suck.

It was glorious idea to let community people in 1969[sic], who knows if it'll work? If we could reduce tensions and get all people working on overall air product and rid of financial pressures influencing views of programming, then could work. We don't have to revamp the format to change financial picture. Just get some nat'l sponsors & alum donations. It's not a bad format we have, it's just hard to fulfill all the things we're supposed to be doing. We're very complicated. Has had a good time, has met great people & a greater number of varied kinds of people, learned office politics & outside world politics, opportunity to meet important sports personalities & NR bands, now it's time to move on.

Brewer interview

"FRED"

Had Etkind as Training Dir. Training process was slower. Station slots more crowded. Less need for new bodies. Didn't rush people to FM clearance. Made sure you knew EBS & simple patching.

Didn't have to deal with E-Board. 83 SM Ben Mapp, Rohan-style coat & tie, then Caribbean for Jr. year summer, returned Rastafied & controversy. Saw lots of racism in station decisions that wasn't really there. A lot of 70s people hung around the station who weren't really members, & gave an air to the place. Made students uncomfortable by their presence & passing drugs around the station.

Sophomore year things started to get more fractionalized. Tenaj became a factor. Thor ran for SM in Dec 84. Was he part of the coalition manip'd by Tom Irish. Rumors that fall for the first time that there'd be major format changes (e.g., classical would steal from Jazz). But was minor: New Rock moved earlier in hrs. John (talked about Training standards) ran against Andy Ward (talked about general stn. issues, what he'd do as an E-Board vote) for Training Dir. Before more than now but still YBC is a distinctive alternative station. New people rep'd. a large amt. of the votes.

Thor-Irish-Ward-Abelson talked about lack of student control of stn. John thought the community people, who were around more, were running things ok. But all the new people didn't know what was going on, just knew who their training dir was. What are good qualities for admission to Yale may have nothing to do w/good radio qualities. Some good people got squeezed out of shifts. Good sales/administrative people lacking. Very different from good air personalities/production people.

Spr 85 people were paranoid about Tom Irish. Rumors about really old guy with very diff. outlook on life from the young people who run the station who wants to redo an organization in his image, bringing back old YBC alums from his time (e.g., Carl Loucks). Loucks didn't have a clue that radio at Yale changed-- or should've changed-- from how it was in his time. Rumors that he was keeping Thor politically pliable by supplying him cocaine. But this was from people on the "other side". John was non-confrontational, he saw it as far-fetched.

Thor didn't run G-Boards well. Lacked power. Not good at handling criticism. Assumed you have to listen to him because he's GM, rather than using GM as the position from which you have power to do things that will establish your authority.

Seemed to be more consensus-based & looser about official chains of command in past. Historically, YBCers not good at hierarchical set-up. Starting in Jerry's time, more concerned w/range of authority in given positions as stated by bylaws, rather than just doing things, getting stuff done.

Closing: "weird", "unhappy". I don't know if I could reconstruct what are probably objective factors leading up to it. Thor & those around him didn't deal w/pressure very well, specifically in terms of dealing w/other people. Justified in that other people out to get them. Crises developing all around them quickly, & couldn't trust anyone else w/this info. Everyone knew there were vague problems, but no one outside knew they were grave enough problems to make closing the station to seem a rational move. When locked out, no one was talking to us, the most rational explanation was that this was calculated to start a new whatever system. Back issues of NH Register had picture of 20 of them in Hendrie stairwell. Thor

out of town, "to hide". (John, Thor, Derek & Bethany-to-be only students there.

Tenaj, Dave S., Jerry, Mark Dorr the leaders of community effort. Over time, John accumulated data. No one understood Board of G's all-of-a-sudden decision to close it. Were they manipulated, part of the plot? They may have made the best decision in terms of what they knew about the situation. Hard to tell. Not a pleasant fall.

Tenaj got booted then-- the official charge was for "insubordination", Jerry wanted her to do something & she refused (he superior). Certainly a loss to Jazz. G-Boards shorter & less emotionally painful, although more boring. That fall the 4 yr. limit finally being enforced. She said to leave her alone-- she spent a lot of time at the station, knew what she was doing. Very extreme, stubborn personality.

New bylaws in fall when we come back, community people disenfranchised completely. Spectrum to 1/3 of the original hrs.! Yale meddling, micro-managing the station. Irritating. Thought it was a bad decision because: (a) they don't care about us anymore. Since 18 hrs., an excuse to end get New Rock earlier into the evening, move into Spectrum; (b) security issue struck him as relatively dubious. Many others besides YBCers using Hendrie after hours. Anyone could've opened the outside door.

The death of the training program, forced to put 'em on prime time, would hope they wouldn't fuck up. Jazz missing shifts started then. Without the graveyard person with incentive to call you when you don't get up at your pre-6am alarm. People would walk off the air, when he joined the station, radio considered so intense & important that if your replacement didn't show, you stayed on forever, "some-one has to stay on the air, it's you", "even at the detriment of other elements of your life". Graveyards were good because they built commitment, eventually leading to: You could tell a die-hard by planning their class schedules around the shifts that they want to do.

Format restructured. John proud of restoring the amendment in bylaws that a given percentage of the G-Board can overturn an E-Board decision. Took some fighting. Not used, except threat of it got E-Board to overturn 12/16/86 format decision.

Tenaj tossed because she fought at every turn. John more mellow, said problems due to communications breakdown, not due to malice or intrigue on each side. He losted the battles he entered. John would not have disenfranchised the community people if he were in power, would change it back now. Is burned out now. Cranky, jaded elder statesman mode.

Why burned out: If you have any serious ongoing interest outside YBC (e.g., classes), they get more demanding, you move up to higher leadership positions. Either concentrate on one thing or you dissipate your energy on all of them. John tangentially djing in all those depts. & never had time to learn production, which he wanted to do, or become a central figure in any of those depts. Thought about it when Jazz needed leader, but to do good job running that would hurt other interests.

Has been around longer than E-Boarders. Can make suggestions from a slight position of strength. Joke: Can make up precedent-setting anecdotes from old days.

Would wander by the station in old days (admits due to less hobbies/interests when a freshman), check weird New Rock mail, argue, tell old stories, smoke pot. Not as much of this going on now. Was a real social interactive function. The double doors, when had a receptionist. Many bonding rituals when hanging around there, Music Office, or in AM.

Image of YBC: Tough to evaluate how Spectrum-related events have affected Community-wide perception. Interesting question. Decline of Jazz has probably hurt listenership. Used to be strong, but still basically there, accg. to requests. Unable to put himself in mind-set of YBC outsider. Is a townie, YBCer, and Yale simultaneously. Knows exactly what dj is doing in physical relation to what. Radio is invisible process to non-radio people.

Likely path: Spectrum needs to get serious new blood. Many of them are due to leave by 4-yr rule. New Rock strong; enthusiastic young people ready to take over. Jane unusually good at bridging Yale and community. She doesn't like Yale much for a Yale, experience mostly outside Yale scene. Not out-of-touch like many New Rock Yalies. Jazz w/new blood hopefully will do well. Classical suffers from participation. John hopes the transmitter works out if only because so much effort, time, money put into it by the administration; Yale screwing us by delays. Sales/finance not competent to speak on. Station must hang together for a good sound. Not quite as good as it was. The enthusiastic young people (thinking his dept. obviously) show promise. Not sure about Rock Therapy in long run. Schizo. But a new breed of young people will join that wouldn't otherwise join YBC. Must get breadth of music, avoid low budget ADR.

Recommendations: Try to utilize consensus-building, informal mgmt style as much as possible. Try to keep bringing Sales-oriented people into the station. A dept. of sales reps has been pounded around in the past several times, hasn't worked out very well. No enthusiasm. Avoid dealing w/Yale admin. as much as possible. Keep ourselves clean administratively (e.g., file papers yearly). People generally will be happier w/o Yale admin. influence. Rumors of Yale talking about setting up a new relationship sales & otherwise towards student organizations. Could be bad.

Generational continuity needed to keep YBC as a neat thing to be at & listen to, distinct from a Yale student club. YBC changed John's conceptions of radio a lot. Thought it would be a free-fun thing.

Jazz happy hours good idea. Occasional things bringing people from different sides of the station going out together, a social life would be good. Compared to the other groups he's been involved in as deeply, he's feels he's made relatively few close friends through the station. New Rock people are mostly casual friends. This isn't true for everyone at the station. He did get to know some unusual characters, e.g., Tenaj (hard to get close to?). Possible reason: because few Sillimanders at YBC, so never saw people in other contexts to talk about things that might have built commitment (unlike you & Jonathan, e.g.).

Closing: Didn't care about my reactions; Should talk to other people about older events; DJ's used to tape recorders, talking naturally to more obtrusive things, so no problem; Recommended Mitch Stanger (older druggie), Jerry, Mike E, (Andy Ward & Thor, Jane-- not seen as a rising star back in her freshman yr.

file: srprojst.ep2, 10/22/86

As I mentioned to you, the WYBC Sales Dept. has undergone major changes in recent months. After carrying it with only one intern working for me throughout the summer who has since left, it was clear that the station would head for financial disaster again when we went back to academic (and therefore part-time office) schedules if things didn't fundamentally change. No one was hustling for sales, preparing media kits, producing ads, handling/making calls, mailing bills, etc., and so our infamous "Yale debt" (piling up to some \$40,000 over the last five years of fiscal incompetence) would surely worsen.

With only one staffer effectively carrying over from last year, I had to mount a campaign to recruit Sales/Business/Development people from the new September training class. Tough to get people.

Why Yale can't realize that we need a full-time office person, which would solve many problems-- as the Daily News has had for years-- I don't know. God, the station didn't even even have an answering machine until I put one in last month!

I. THE GENERAL TOPIC OF STUDY

There are many different sub-issues to tease out of the general question of how do/have individuals in positions of power affected WYBC in terms of its: policies, programming, subsequent structure, transfer of power, the members' perception of it and the perception by the power-people themselves, and resultant station image among outsiders. It is a highly unusual and rich organization for study, especially when placed in the context of Yale and its students.

II. HYPOTHESIS

A. General Hypothesis

My general hypothesis is that the station is largely dominated by a few people in certain management positions. This domination is determined by the strength of their personalities rather than by their office. In accepting or upon election to a key post, they are forced to assume certain responsibilities, although only those who want to control things do.

If a more open format for responses can be arranged, there may well result a sea of alternative opinions to consider.

2. Special data-gathering opportunities

October 29 E-Board elections, plus Many departmental leadership positions (i.e., Program Director and Music Director for many music formats) are being filled by new people as well.

Those individuals have largely admitted to "burn out". What follows them can only be good for the station in terms of idealism and energy, although the lessons learned from the experience would certainly be valuable for anyone in station management to have.

Fundamentally consisting of a more global approach to station policy and projects and having preliminary support from the likely future E-Board members, the plan will largely dispense with the heated arguments over programming format changes and concentrate on improving the station's image in the markets served. Engaging in such activities as student polling and analysis, sponsorships of name acts at arenas in the area, wide-spread poster and bumper sticker promotion of the station and its programming schedule throughout greater New Haven, better utilization of our WYBC alumni, and vital equipment acquisitions are already beginning.

The E-Board's closed-door routine, no office hours.

By studying this power and its by-products over time, we should note a fairly stable pattern across individuals in those office if indeed the hypothesis holds.

Another confound, however, is that WYBC's current managerial structure is not exactly the same as the past's. Structured Sales & Devmt, all-student E-Board, loss of the Chief Engineer's E-Board influence (not to mention an engineering/techies department generally) have altered the station. Very different from the departmental completeness and order of the 40's, 50's & 60's.

How will I deal with my central position in WYBC? Outside of technical matters, it seems as if everyone comes to me when they have questions. The Sales office has become known as the "hub" of the station. Confused people look for the most professional/business-like places in order to develop some confidence about what they are doing there, to get support or advice for their actions.

Are they are totally straight with me, can they be frank even if we talk one-on-one? I am known as fairly outspoken, not tolerating fools easily. Will resentments built up against me hurt in the process of gathering data?

What of my own bias? I am someone studying power positions in an organization in which I possess a power position. In our initial conversations, you said there were ways around this and indeed capitalize on my position at the station.

Resources I should've exploited more:

A. Former members

Both from the recent and distant past. Their removal from the current scene makes them almost ideal, as a source having the balance of objectivity about today's WYBC and knowing about how the station used to be. They probably can more easily draw intelligent parallels and identify long-term trends about the station.

Some specific questions to ask them might be: (a) Was the situation in your time that power and decision-making were fairly democratically spread throughout the station's departments and/or members, or was it a few top managers determining how things were run?; (b) What, if anything, did you find that stood out about the members and structure of the departments in relation to the managers?; (c) what specific policies, programming changes, or power transfers did you find unusual or significant?; (d) How did the audience respond to what the station was doing?

B. Current members

Many of the aforementioned questions are also applicable to current WYBC staff. The advantage of this group, however, is that their recall of specific events, persons, etc., will be stronger and thus their testimony richer for this study's purposes. Their relative lack of objectivity on the issues, given their present involvement in the station, can hopefully be mitigated by gathering data from many individuals representing a cross-section of the station's personnel. (I didn't get cross-section.)

C. Literature

1. Theoretical and non-WYBC-specific material

The topic is of sufficient general interest in organizational behavior that material should be ample in such relevant areas of research as interpersonal relations, personality/leadership, power and policy, etc.

2. WYBC-specific material

Unfortunately, this is scanty. Yale banner entries, manuals, etc., but these are mostly originals of releases to the public and membership concerning the station's programming and purpose. If today's WYBC is any indication, what gets printed in that form only reflects one side of a multi-faceted organization. That kind of material represents the "tip-of-the-iceberg". What can be gleaned from it only does not reveal the intergroup and interpersonal political situations and frequent upheavals that, by informal oral reports I have accumulated, typify the station's true state of affairs over at least the last two decades.

The theme I kept hearing over and over is that one of the major differences of the station in the past versus now is more professionalism. (But still bad, eh?, as Suttle is pushing to amend)

file: sprojnu.adn,

V. Rohan echoes that we need to make meetings more open; Tixy wants new norm that E-Board members just don't leave after meetings are over, that they do things; Dave and Cliff, speaking for the community(?), ask that programming reflect those needs; that the majority of our audience is outside of Yale. More original public affairs programming. Stand-out trainee "Mary Cherry" echoes this, having many ideas of her own in this regard, making the station a "teaching tool".

The transmitter is a big deal. It has far-reaching implications. We need promotion/publicity vehicles that will allow us to tap this market effectively.

file: sprojst.ep3, 10/30/86

A. Power relations among the managers-- those with positions at the station-- definitely have disproportionate influence in how the station is run. It is not so much that democratic processes don't occur-- in fact, when work is done in groups (e.g., decisions in department meetings), that is the predominant style. Rather, it is that due to the limited time that students have to devote to the administrative and functional tasks that make the station run day-to-day, these types of jobs are done by the directors who are expected to do such jobs, unless delegated to others. Thus partly by default, jobs are completed by those who are around the station, and they come to control the informational and physical resources (e.g., contacting record companies, handling promotions and giveaways, etc.). This becomes even more obvious at the higher positions (e.g., business dept. and E-Board) where the issues dealt with are more far-reaching in impact.

B. Community-student relations is perhaps one of the most sensitive issues at the station, and over the last few years, has proven to be one of the most volatile ones as handled up to now. This can perhaps best be studied by looking at what surrounded the most serious moment in YBC's history: Two summers ago, WYBC voluntarily went off the air for the first time in its history. Although not all the issues are clear to me as of now, largely due to the fact that I was not yet even affiliated with the station at the time, an exposé in the Yale publication The New Journal (7/6/85) highlights many of the issues: Although the publicly given reason was "transmitter trouble", it was clear that such factors as non-global planning in programming and other areas, the lack of income-generating vehicles, a "destructive management", and "divisiveness" within the membership were all part of the pressures that led to the decision to close.

A study of this situation itself might make for a complete senior project in organizational psychology, but first let us just consider community-student relations.

1. Community-student relations:

What was the "divisiveness"? This depends on perspective. The community members felt that the station was theirs in many respects: the programming was geared towards what they felt were the needs of the outside community. Back in the late 1960's and 1970's, WYBC was a major alternative force in radio. Rated #1 in the market by Arbitron from 1968 through 1971, it still served important needs after that as the civil rights movement picked up speed. Jazz and soul/urban contemporary music fortified their presence, and the station thrived.

But from the student side, there was an alienation: many talented people who might otherwise have enjoyed an opportunity to work in such a dynamic medium felt uncomfortable. The station was dominated by community people, and most of the vocal students there-- who conveyed the image of the place to potential new members-- were involved in drugs. The aggressive political movement in any era also made the station seem like a terrifying to many.

This especially discouraged the kind of talent normally associated with the more "politically conservative" mindset-- those with an eye for financial controls and generating revenue. Indeed, this became a major problem at YBC: ad sales-- the only source of revenue at the time-- dwindled. Income in 1983 was about 1/3 of that in 1973. Improvements could not be made, and the station deteriorated aesthetically.

The tasks of upkeep became more demanding and time-consuming, revolving around repair-- often impossible due to lack of enthusiasm and resources-- rather than simpler preventative maintenance. Pride in the station decreased. Tensions increased as the student population interested in saving the station from what they felt was a dangerous spiral were mostly E-Board managers. (The community members had power in and preferred to run the music areas: the major formats of Jazz, Soul, and the station Program Director were all community people.)

The pressures on officers were greater, and it became less desirable to hold a management position. Leadership talent dwindled, and without unified membership cooperation to take on projects, the station deteriorated organizationally.

Of course, the station always held some appeal. But WYBC, by either its lack of visibility on the campus or the lingering bad image it had, was not getting the new talent that other undergrad groups were. In addition, the training program was very unstructured, with only the program director pathetically asking people outside Yale Station to "join WYBC"-- psychologically distant from his targets as an adult and being from the community.

A mixed blessing occurred at this time with the arrival of an old alum ('55) who worked at Yale but took an additional interest in WYBC around this time. He moved in to try to fill the gaps that were so poorly dealt with up to then: sales and development. The latter was a brainchild of WYBC Chairman David Baron '83-4: raise revenue by soliciting donations from WYBC alumni. The '55 alum did fairly well in the second area, poorly in the first. Despite the short-term benefits relative to years in the recent past, he was not installing systems that would benefit the station in the long run. Most procedures were run in a shoe-string fashion; procedures were inconsistent and no effort was made to establish a department with ongoing staff. Continuity was further disrupted by his personal overtures. This gentleman was a youth-oriented homosexual. He would make advances upon new trainees and discourage them from joining the station. However, he was extremely friendly with those students in power and manipulated them to some extent in leading them to believe that the community members were causing a harmful imbalance and needed to be ousted.

Although it seems that the WYBC advisory body, Board of Gover-

THESE
THESE ARE THE RESULTS OF THE
INVESTIGATION OF THE
THESE ARE THE RESULTS OF THE
INVESTIGATION OF THE

THESE ARE THE RESULTS OF THE
INVESTIGATION OF THE

THESE ARE THE RESULTS OF THE
INVESTIGATION OF THE

nors, agreed with the closing, it was a decision largely not received favorably and at best neutrally, however, so no one from the old E-Board was re-elected or chose to remain on the new one. (The '55 alum was indirectly pressured to leave the station as students assumed his functions, including Sales Manager, Development Manager, and Classical Director.)

An old regulation called the "4-year rule" was resuscitated in order to purge the station of some veteran community members considered undesirable. Unfortunately, this had to be done across the board, so some other genuinely productive associate (community) members of the station had to be dismissed. Some managed to find loopholes to stay: no documentation about when they joined could be found, or they assumed "public affairs" status; if their program was not a music format, then they were exempt from the rule. Thus several veteran sportscasters and community-oriented talk show broadcasters remained.

The biggest problem of the year since the re-opening has been the fate of "Spectrum", the urban contemporary music format. Staffed entirely by Black associate members for at least the last five years (with the exception of two people over two of those years), it was considered "community property" and they sharply discouraged any students from joining the format. Their major argument was over the cut in hours, down to five hours a day from about 12 before the closing. With the changes in the station Bylaws made during the closing, however, a 60/40 student-community member ratio was required to comply with official student organization status by the Yale College Dean's Office and the programming was supposed to be geared to a more sales-viable type and to better reflect the needs of the Yale audience. This translated into bitter battles at the station between the Spectrum director and the E-Board. Ultimately, that person resigned and the interviews for a new director (conducted by the E-Board) yielded a much more cooperative community director who understood the sanctity of the Bylaws.

Matters have calmed substantially, although a proposal last month to take another half-hour off Spectrum per day enraged the Station Manager, a student who joined YBC initially to become a Spectrum D.J. Although the proposal went through, other schedule manipulations allowed Spectrum to maintain its same weekly total of hours.

The rise of Old Rock as a major format on YBC indicates the willingness to reflect the needs of the Yale audience more. Being the top type of music among students, it needed to be represented on WYBC in order to fairly represent their interests.

Last night's meeting of the General Board indicates that community interests are going to be met, however. The election of a dedicated community member to the position of associate representative to the E-Board will insure that a balance is maintained. (Hmmm?) The new program director and general manager have fantastic, specific ideas to include the community more in the programming and respond to their needs without upsetting the 60/40 membership balance. (Hmmm?) With the help of key salespeople, the new treasurer will be implementing good ideas to get the development income up. The training director wishes to attract more community members into the station. (Hmmm?) Morale is definitely improving.

Next installment (needing further interviewing & research):

a. Discrepancies in Perception by Different Groups

I. What do others perceive the major station issues are?

II. What do people say to others about joining the station?

b. The History of WYBC and Trends in Station Policy

I. Interviewing Process

A. Entry process: getting people to open up, obstacles about your role in the station.

1. Either people were good about it, or

2. Didn't admit there were problems

3. Examples: Note where there was less said than should've been-- a. Jordan Weber, could've revealed more interpersonal conflicts; b. Bethany, glossed over many of the struggles in E-Board, spoke in generalities; c. Derek, much more could've been said about his role w/Thor in station closing

E. Closing

1. Interviewees found me to be receptive, open

2. Got the points, but when given opportunity to say more, they did:

a. More anecdotes-- did the interview simply start them remembering more things, or were they more comfortable by the end and so conscious or uncs. mental blocks were removed.

3. Only one person stopped the tape at times who knows psychology data better than most laymen

4. Recommendations of who to speak to for future interviews usually represented people in one's own department, or at best, those of the interviewee's same hierarchical level in the organization.

a. Represents a disdain for other depts and for young members generally.

C. Interview questions

1. Parallels, diversity, etc. in how members got involved w/station.

2. Relations with the executive staff/ general staff/ Board of Governors.

a. Most people felt E-Board distant/separate from rest of station, although perspectives varied about reasons

b. Intradept. relations the best; most got along outside the dept., exc. Spectrum vs. other depts.

c. Board of G. considered non-existent.

3. What keeps you with the station?

a. It's fun

b. Meet celebrities in the music you like

c. Subtly coming through everyone's but not explicitly stated (get e.g.'s: favorability response bias?)

4. Satisfied with role in station

a. Yes

b. Evaluate why not more interest in changing & getting involved with more things.

I. It's easy to get where you want in this station due to low hierarchy

II. Most people just want to do their D.J. thing, so room is open for those who want to take on other stuff. True in our busier past as well.

5. The station now: personally

a. Most people see the problems

b. Past image problems at Yale due to perception of community dominance; now on the rise as it comes to be seen as a Yale-controlled organization.

c. New Haven still considers it their station, but only a certain number of hours per day.

6. How did YBC get this way?

a. Most recognized the station closing in their discus-

sion already; a couple didn't (check on who)

b. A couple of the more knowledgeable interviewees (I'm being fairly objective) cited the change in undergraduate regulations preceding that (April '82) as central, and even before that one indicted the problems of community takeover of YBC business affairs as a downfall financially, organizationally, and abuses.

7. What is the YBC philosophy to you (elaborate further in paper w/analysis)

a. Differences by interviewee demographic

b. Role of bylaws in your thinking

8. Future station path (elaborate further in paper w/analysis)

a. What's likely

b. Your recommendations

C. Interview Reaction/Journal summarized notes & conclusions

1. Erik Davis: He rambled happily, glad to help but felt tired (emotionally?) when done: Head bowed down for the first time when started talking about Tenaj with some negative opinions-- "glad she left the station". Ashamed or embarrassed of something? Erik only chose people he liked or, as he said, "who'd be interesting" for me to interview. I felt good about interview content, but I know this was easier than those I'll come to because I get along with him. The interviews with those who don't like you will be hard. OTHERS RECOMMENDED YET TO INTERVIEW: Bill Abelson, Ivan Kreilkamp, Jane (all New Rock!!)

2. Bethany Schowalter: She was so preoccupied with race relations & Spectrum vs. E-Board questions, but now realizes that Vernon largely portrayed a negative view for the Spectrum dept. Feels both she and Tony (current GM) have moderated their opinions over time. My role seemed to push financial questions in her mind as something to talk about whenever I asked to talk about "other areas." If I were strictly promotions manager, would that have been what she'd discuss? She didn't admit to sensitivity about using tape recorder, but did have a couple of good anecdotes afterwards. After interview, told Derek & Thor that process was "painless", as if implying that the interview was something to be wary of. OTHERS RECOMMENDED YET TO INTERVIEW: Bill Abelson, Kendall, Vernon, Derek, Thor, Schorr (all her mentioneds are station heads. When you later said interviewing new members would be good, she concurred enthusiastically, as if they would contribute little worthwhile info <-- is this true?).

3. Derek Vaillant: Seems guarded. Claims strong unity between new rock & oth. formats in 1983 (but not so much later: due to his move up in hierarchy, or did relations actually deteriorate since 1983?). When we discuss the closing he's brief, but his role was central(?). Claimed not to talk to Thor about it much until the summer of closing, altho secret negotiations w/Suttle well before that w/Baron & Moser. Used phrase "Suttle's Plan" for the closing, as if attributing it to him. Good perception question: rank who/what body you think most influenced closing decision.

4. John Brewer: Mentioned some races for office, but not nearly as political as I expected. He tweaked his nose once nervously when mentioning a point about New Rock dept. relations. Was there something behind that he wouldn't say? At least to me? Quite informative at times, but often rambled as is his wont. Said the station was more unified in pre-closing years (which agrees w/Derek).

5. Gerald "Jerry" Etkind: So informative and had so much to offer, more than he'll ever have time for, it just shows you how much the community does have to offer: Or is he really the communi-

ty? He was a student first. But he pushes for the full 40% community to be represented on the staff, but implying more, I think, than just to make sure vacation shifts are filled. He realizes the commercial license dilemma & wants a format to reflect it. Recommends talking to Greg Thompson & Board of Governors members. The most objective response to this question yet.

6. Danny Ortileva (unofficial): As a 30-yr. old Line on Sports engineer, who only knew from Jerry that I was talking to old YBCers and knowing nothing of my interview's purpose, he starts telling me about all the creative late night news programs, "Howl of the Wolf" shows, and other technical and program innovations he helped do. He just wants to share those times with someone who'll listen. He had fun at YBC, he has a better taste in his mouth about the place than most of us do. At first I was put off by his desire to be interviewed, but eventually I realized that his experience is what most YBCers had. What he remembers is the fun, not the politics. Or at least he played it down with only the vaguest of mentions ("if not for internal politics, we would've had a cassette deck with a fourth control board which would've let us do..."). That's what made this place appealing to people. That's why there was so much creative juice flowing then, so much exciting product in the 60's and 70's. We're nothing like we were then. Money is a key thing. If we had enough to keep maintenance up on things, we could concentrate on the product. Jerry was right when he said radio is 50% production work. Also that we need to hire a 40-hour-a-week on-the-street-and-phone professional salesman, not a business or office manager. Have I been off the mark? Unconsciously selecting the more-political people at the station for interviews, even implicitly soliciting more political information from those I've interviewed? I'm seeing trees and missing the forest: 90% of the station isn't there for the reasons I'm focusing my questions on. It's time to look at the reasons they came and stay with the station. Is it apparent that Jerry just wanted the station to thrive, and that's why he kept pushing people to improve, although perceived as antagonistic to the point that he literally got his head bashed with a brick?

7. MIKE EWING: Nice as always. Perhaps more candid with you in the sum of informal conversations over the last couple of years than now. He prides himself on good relations with the E-Board, thus he was reluctant to go into detail on tensions. But that's part of the coping mechanism that makes YBC bearable for him. They are very private thoughts within himself. He wasn't much on Tenaj, says that her rhetoric gets boringly repetitious. (Underlying tension here, back-to-back Jazz directors?) Mike was the only one who turned tape recorder off from time to time. Felt a little better that the tape would never get released, but as a Psych grad student, he says he knows what often happens to "confidential" data. I could not convince him otherwise.

8. JORDAN WEBER: Very good recall and incisive comments, even though he had been preparing me for the worst in advance that he wouldn't be "lucid". He's slight-of-build, and combined with his deferential timidity, it seems unlikely that he was a strong personality at the station. He said he left the job from the stress. It's not entirely clear what got him to leave (I should listen to the tape again), and he wasn't up to talking about all the personal issues (the "romances", fights, etc.). (I found out later it was because he misunderstood that the interview wouldn't be truly confidential.) It must have been something during his time. But there was a lot of love there, too, as he said, stressing the "organic" nature of the station. Literally living in Hendrie, pot smoking,

THE UNIVERSITY OF CHICAGO

RESEARCH IN THE HISTORY OF SCIENCE

1971

CHICAGO, ILL.

etc., does build a communal, but I can see I would've gone crazy trying to work under such personalities as Art Russell, the "second government", as Jordan said. That sounded like chaos. What Jordan saw as Andrea Bernstein's power I wonder about. Was the E-Board in control? Or Spectrum? No wonder tax forms were never done. But I was surprised by his saying that income did well up to 1984. Other problems dominated then. Or the money coming in was "milked" by the sales staff (we already know about Ralph Lopez). Spectrum really must've been amazing, though. The few full-timers who put in the time did a great job, if you believe Jordan. He called many people "brilliant" and acknowledged the general use of the term as valid. Were these leaders qualitatively better than those of today? There was talent then, working so hard, but also, as community people, there was greater continuity and they started hitting a groove. Here there isn't time. Disgustingly fast turnover.) It was harder to make it to the top back then, surely. (Hey, look at all the D.J.'s and where they've gone. Jordan said they all knew the Console Board inside and out, and could do minor repairs. Exaggeration? If so, they were superior to us today. Admittedly, the training program now leaves much to be desired.) Today the pool of leaders to draw from is as deep as it was then, but now talent is more spread out w/the additional formats, as Mike posited.) And Jordan had ideas to help w/sales now (e.g., ways to counter Arbitron data). What was the Spectrum experience? Jordan didn't know; it was a very tight clique. He made so many analogies to the Reagan administration. This was weird. Does he have the thematic-tying insight, or is he actually limited in his thinking and this comes readily to him but is not an accurate analogy in many cases?

9. TOM IRISH: (note: these comments not written down until after Greg Thomson interview) He truly believes that YBC being a totally undergraduate organization is the best thing: that is what it's meant to be. This, however, implies a very different social conscience than, e.g., Greg has. Is Tom racist? Is either one of them wrong? Does he hide anything from you? Interesting how he doesn't claim much involvement in the Closing decision but did say that he had many "planning" meetings with all the past E-Boards. He admitted building connections with the Yale administration, representing YBC to them to instill confidence that there was a Yalie (although an alumnus) with a major role in the place. And he got his job as Special Asst. to the Yale Chief of Police through getting to know everyone in the Administration. I think Tom had an inside role in all this, if only by presenting info in a selective way to lead Yale and the Board of Governors to go basically his way.

Why is Tom so curious about our billing for any given month? Is/was he the spy for the administration that Tenaj claimed he was, which Tom volunteered as info but strongly denied in the interview? Did he or Hervey keep receipts from summer 1986? His curiosity and desire to stay involved he says derives from his interest in making sure YBC remains a Yale station. He feels the changes made in the Bylaws were cosmetic, that Yalies still don't control the station. Tony and Ro are out to swing the format back to the community, he feels. He feels students are still intimidated by the community members about being around the station. The mood in the station tangibly changes once Spectrum ends & New Rock begins. The physical presence of given elements in the station changes at those times. (Robin Uili, 3/4: YBC's role in the university, its role in the community)

There seems to be more you should be able to get out of him, that he's hiding something-- it's in his nature to do this? He's such a

glib guy; it's almost scary. Jordan spoke of him as a great evaluator of an organization's status. I'll bet John Henryoy would disagree. Jordan thought just about every YBC leader was hyper-intelligent. Were they, or is his perception biased? God, I wish I could interview more people. I'm going to have to make an analysis of this with limited viewpoints. I should write a book on this. I'd need more time for interviews, for reflection. And would I get permission from these people to use their info anyway? They weren't too worried about the tape recording confidentiality, except Mike Ewing, the psych major conscious of what sometimes happens to "confidential data".

10. GREG THOMSON: How exciting to get his perspective! You feel like you're really hearing an informed viewpoint. A true expert, someone with vision. Although clearly with his own favoritism, he appreciates differences. He saw Irish-type movements as narrowing YBC, and that's what he felt the danger was.

He forced me to turn off the tape when he discussed Irish's transgressions, including statutory rape upon male minors, confiscating financial records from the station, etc. He really winced when I first mentioned that I had interviewed Tom. His recommendations for interviewees to speak to were limited to Spectrum people, with the exception of Art Russell, although I had not phrased the question directly yet as in other interviews.

There were White Spectrum jox who believed in the format (e.g., the guy who went down to Nashville to start a Black music station) and in community input. The Black community includes some of our best musical leaders. Still #1 on Saturday nights in Connecticut w/Spectrum in Greg's term (82-83)-- an exciting thing to hear Spectrum all over New Haven!

Then you talked to Jonathan tonight so exuberantly about the Thomson interview. But he responds w/Rusconi's anti-Old Rock complaints fed through Montal. Jonathan can't understand how anyone could like New Rock. It's that attitude that may sway the station-- not enough global thinkers at YBC-- which is dangerous. Is this fundamentally the same as Zornick's racism (although not as extreme)?

It seems clear that those people who were part of the station in the past were more into it. Being trained more thoroughly, not just technically but in attitude, seems to be a big factor. Decline of training corresponds to decline of commitment. Audience drop-- a cause or effect factor of internal morale problems. Sales/business: always an interesting variable but which complicates analysis of this station versus other stations. And how many college stations have had this much community input?! Now students do relatively little involvement at the station. It sounds exactly like what Greg said in the YDN analogy. They've declined as a paper. People give an article every so often. It's a job, a stepping stone in a career; they don't love it the way YBCers do (at least used to). Is YBC getting that way? Greg hopes not. Community input does help make us great, as well as lending the place to problems. Another Yale-only organization would lose a lot. Objectively a very articulate and insightful person, he couldn't get across the feeling he felt about the place: the excitement, the interchange, the intensity of dynamics. It was clearly much more positive for him than bad. Is his mlatto status (like Doc Mapp) a factor in his getting along with people-- a Valie & Black? He admits not to having made that many successes (especially in the Business end): "it was tough". You just kind of go through being an E-Board member and hope to survive. It seems he marks the problems as beginning in 1982 when

2 CONTINUED

THESE ARE THE RESULTS OF THE
ANALYSIS OF THE SAMPLES
OBTAINED FROM THE CAMP
ON THE 15TH OF SEPTEMBER 1941

RESULTS

1.00

2.00
3.00
4.00
5.00
6.00
7.00
8.00
9.00
10.00

Zornick, et. al. moved to get YBC under control with the Undergraduate organization regulations being revised. Greg feels it was done largely as a reaction to the Lopez/Burdon scandal, with a non-Yalie absconding with funds. Wow!

11. KENDALL TYSON: The nicest guy you could ever want running things. Or was he on persona guard during the interview. At C-Board meetings he's echoed, although not in the same way, what Vernon's said about Spectrum being screwed. But he's talking family and Brotherhood at the station during this interview. He's such a smooth talker that it seemed to me at the time that he was answering all the questions, or were they such general answers that you let him slide? (He did cite Reagan as a model for communication who pleases but says nothing content-wise.) How valuable will his comments seem in transcribed form? If he acts in as positive a way as his philosophy connotes, then something great might happen.

12. BILL ABELSON: I know Bill's position on things. He's big on college radio being a place to hang out, to do most things sports-wise and New Rock-wise (for him, anyway), although it was Old Rock in the past (which faded as the more establishment-types took over, i.e., you and Jonathan). I forget exactly what I felt during this interview but it was surprisingly mellow compared to how he usually goes off when we talk informally. Does he have perspective? Was he on guard? He and Jordan Weber apparently are buddies. Thus rather too bright, one might say. And yet he does some things well. He hates Greg Thompson. Who's right, if anyone? Does it represent the Spectrum-New Rock dichotomy problems in microcosm?

D. WYBC Liaison Group to evaluate interview process was never formed.

1. Too much effort for this researcher
2. Perceived low level of cooperativeness given YBC member performance in other areas where effort of a non-music nature is expected of them.

II. How history lends itself so easily to repetition at YBC

1. Lack of experience & continuity means must always re-learn.
2. Students tend not to keep good records so info that could prevent repeat mistakes is unavailable.
3. Example: Tom Irish/Willie Wright parallels
4. Until a real effort made to fix the business-D.J. staff skewed ratio, YBC will always tread water.

III. Business at YBC

A. Ratio of sales people to D.J.'s is practically the reverse of non-college commercial stations

1. Unable to follow up on developing large-scale, long range income developing vehicles

a. Due to understaffing and overwork-- e.g., no one has time or ability to meet with major clients, agencies, or reps with the day-to-day stuff in the way)

b. Due to lack of training (i.e., no one even knows how to get a national rep, how to put together a good sales package, the professional techniques of selling)

c. Due to lack of continuity (i.e., by the time someone starts to get a handle on how to do such things, they move on to new Yale organizations, burnout, or graduate)

d. No time to produce manuals, run seminars, etc. on how

Plus what Sam & I did of stuff (that will probably help-- that's new from the closing)

to do things (but in the old days, this was more common-- the average stay at YBC was longer, they had more experience and time to put together such things)

e. Community members' involvement slow (see part VI. University-Student-Community tension, below)

B. Development campaign

1. Has proven potential to be bigger money-making dept. than sales and yet low interest remains

a. People just tune out at the word "work".

b. Don't perceive seriousness of financial situation

I. Expect Yale to bail us out

II. Assume others will do the work (i.e., Business Dept.)

IV. History-- Old Days <

A. With the success YBC was having in the early 50's (popular "Yale Sings" sold albums of broadcasts), YBC wanted to expand

1. Gained new FM station with beyond-campus signal in 1959; commercial status in 1959

a. Led to more involvement w/community's needs since they were now hearing YBC, too (officially added to Articles of Incorporation in 1961)

I. But it also put pressure on YBC to maintain its own budget

II. And to get more info from the community on their needs (pushing YBC closer to community involvement)

B. As competition increased, YBC stayed on top at both Yale and in the community by boldness to help introduce new musical movements to a still-conservative industry (first in rock-n-roll and post-big band Jazz in CT), but YBC was still devoted to Yale

1. So its campus image was good.

2. So its listenership was high

3. Less campus media alternatives existed then

4. So getting good D.J. and sales talent was easy

5. So sales were easy and the income from the high percentage of Yale-oriented advertisers was sufficient to cover costs.

C. Last big capital improvement (until early 80's) was for Helen II in 1967.

1. Improvements kept morale up for training, product quality high, and signal range expanding for increasing accounts.

D. Shifting student concerns in 1960's lead to YBC changes

1. Involvement in community issues became "in" on liberal college campuses (e.g., taking lead in Civil Rights for Blacks in New Haven)

2. Community members accepted in 1968 as members and officers:

a. Music becomes more updated and diversified simultaneously. Is very successful (e.g., late 60's-early 70's progressive Rock).

b. Community presence begins to dominate

I. And they stay longer than the average 3-year YBC student term, so they develop the roots and structures to run things

II. Bulk of students become "alienated from the station, new members mostly of the New Haven "counter-culture"

III. General recession in the radio market in 1970's

IV. Business side of things is neglected; a "live-

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF PHYSICS
1362 EAST 58TH STREET, CHICAGO, ILL. 60637
TEL. 733-4331

NOT POSTED TO THE FILE

for-the-moment" attitude with attention to programming only (e.g., last major station equipment update is early 80's in production room only)

V. The New Transitional Age

A. April, 1982: Yale requires undergraduate control and dominance in membership to qualify as/for the benefits of a Yale undergraduate organization

1. Largely Yale's reaction to what they saw as YBC's out-of-control situation (e.g., embezzlements, community members' drug atmosphere)

2. Also due to Yale Literary Magazine's control problems

B. Student rate of participation rises slightly as campus recruitment effort is increased

C. Testy fights occur constantly in G-Board meetings; community members wish no changes

D. Station is closed in summer, 1985, with support of Yale administration and WYBC Board of Governors.

E. YBC reopens in October with new music format, all student officers, and recruitment drive that quadruples student total in one year.

VI. University-Student-Community Tension

A. Many missed shifts by students

B. Less dedication by students to improvement towards quality sound

C. Community needs in programming being neglected-- is this their right?

D. Protectiveness about hours the only issue?

E. "Adults" who take on roles to establish structure and continuity are disliked. Is this because of something inherent in adults or because of their motivations?

1. Tom Irish-- his more personal orientation to students

2. Willie Wright-- his promotion-oriented and income goals

3. A legitimate GM or SM hire like at other college stations would be better (see VIII. A, below)

VI. Personalities that dominate the station

A. Were there-- as suggested-- legitimate alternatives to the closing, or was Thor Moser the person who would have done it regardless? Or was Tom Irish behind it?

B. How easy has it been for the historical incidents to occur-- are the trends just domino effects of socio-economic factors, or do the personalities have real impact on the choices?

VIII. Future Recommendations

A. Preserving continuity

1. Nature of station with student base makes this difficult

2. Hire full-time professional salesperson vs. full-time office person-- Tradeoffs

a. Salesperson can develop revenue base needed to wean YBC off university. Is this desirable?:

I. YBCers would like independence in programming, which independence in finances would facilitate

II. Yale would like not to have to worry organizationally or financially about running a radio station (which Suttle told you in personal meeting)

III. Yale is afraid of what we would communicate state-wide (e.g., obscene programming)?-- accg. to Tom Irish

AUTO EMISSIONS

(HARTFORD) -- REPUBLICANS ON THE GENERAL ASSEMBLY'S TRANSPORTATION
COMMITTEE SAY CARS UP TO FIVE YEARS OLD SHOULD BE EXEMPT FROM THE
STATE'S MANDATORY ANNUAL AUTO EMISSIONS TESTING PROGRAM. REPRESENTATIVE
TIMOTHY WILBER, A FAIRFIELD REPUBLICAN, SAYS THE CHANGE CAN BE MADE
WITHOUT SERIOUSLY AFFECTING THE STATE'S AIR QUALITY. SHE SAYS THE
EMISSION WOULD APPLY TO 375-THOUSAND CARS IN CONNECTICUT. UNDER THE
PROGRAM BEGUN IN 19-83, MOTORISTS MUST PAY 10 DOLLARS FOR THE EMISSIONS
TEST EACH YEAR. WILBER SAYS ONE OF THE BIGGEST COMPLAINTS HAS BEEN THE
CONVENIENCE INVOLVED IN BRINGING A CAR IN EVERY YEAR FOR TESTING. SHE
SAYS THE BILL WOULD REDUCE THAT INCONVENIENCE.

DEFICIENCY BILL

(HARTFORD) -- IT LOOKS LIKE STATE AGENCIES RUNNING OUT OF MONEY WILL
THE CASE THEY NEED AS THE BUDGET YEAR WINDS DOWN. THE GENERAL
ASSEMBLY'S APPROPRIATIONS COMMITTEE YESTERDAY APPROVED 59 (M) MILLION
IN A DEFICIENCY. FUNDS FOR THE AGENCIES. THAT INCLUDES FOUR
HAVE (M) MILLION TO PAY FOR GOVERNOR O'NEILL'S SO-CALLED "MRS. ON

b. More office-oriented person

I. Would handle day-to-day things that students seem incapable or unwilling to do (indeed, YDN has paid people for this)

II. Income problems would probably still exist

B. One-format station

1. Makes YBC more salable
2. Reduces strain on number of required leaders
3. Makes promotion more targeted
4. Does not respond as well to diverse needs of membership

C. Going to 3000W vs. just having a healthy 1200W: hitting full Arbitron market increases sales potential but risks Yale's image accg. to administration

D. More rigorous training program

E. More manuals to limit loss of skills and info during turnover

F. YBC organizational structure

1. Unlike a regular radio station where assembling the staff is easy and perhaps fills a large office, YBC is a large body

2. However, it is unlike a regular corporation in that its bureaucracy is low

a. G-Board meetings overhaul

II. People don't show up because they're boring:

A. Things that don't interest them dominate discussion; more programming should be discussed

B. Role call is tedious and time-wasting when a simple dept. check by each dept. head would do it.

1. The meetings aren't approached like a stockholders' meeting: Lack of feel of ownership

